

HQ2 / COLORADO

*Welcome  
to Your  
New Frontier*

RESPONSE TO AMAZON RFP

# ***Colorado is ready for Amazon.***

Our world-class talent pushes our advanced economy forward every day.

Engaging the nation's second-most educated workforce fuels growth and innovation.

Our diversity of people and ideas is a catalyst for collaboration, productivity, and big thinking.

Our ideals sync with the businesses that make their home in Colorado.

And our pioneering spirit forges strong partnerships and communities.

*WELCOME TO COLORADO.*



*A COLLABORATION BY*

**THE COLORADO OFFICE OF ECONOMIC  
DEVELOPMENT & INTERNATIONAL TRADE  
AND THE METRO DENVER ECONOMIC  
DEVELOPMENT CORPORATION**







**COLORADO**  
Gov. John Hickenlooper

October 12, 2017

Jeff Bezos, Chief Executive Officer  
Amazon.com, Inc.

**DEAR MR. BEZOS,**

There is no better place for Amazon's second home than Colorado. Collaboration has served as the foundation of our success, and we have come together as a state to provide you with a single bid for your second headquarters.

Our business and civic leaders stand ready to ensure your investment gets results. Our current and future workforce has the skills necessary to compete in the modern economy, where we maintain the position as the second most educated workforce in the nation according to the U.S. Census Bureau. A move to Colorado also connects you to fellow industries and a state government that share your values and drive for innovation. By thinking big, we're pushing forward on a clean energy future, working to make Colorado the healthiest state in the nation, and ensuring that engagement with our government agencies is simple and efficient. These steps helped position Colorado's economy to be ranked #1 by U.S. News & World Report. In short, we're committed to building the most pro-business state government with the highest environmental and ethical standards.

Outside the office, your employees will find a perfect work-life balance as the Metro Denver area now boasts more live music venues than Nashville and Austin, art and theater districts that rival Broadway's best, and outdoor recreation opportunities found nowhere else. Just a short drive brings you to some of the best skiing and hiking in the world.

We believe that Colorado, and this entire region, can deliver more for the Amazon family than any other state in the country. Our robust and collaborative business environment, workforce readiness initiatives, educational institutions, and quality of life will become stronger and more vibrant with a greater Amazon presence in the Centennial State.

Thank you for considering Colorado. Feel free to reach out to me directly if I can help with anything.

Sincerely,

John W. Hickenlooper  
Governor





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# Place

It was here, in 1867, on the plains nestled against the Rocky Mountains, where Colorado's growth began. Just to the north, the transcontinental railroad was making its way west through Wyoming. With a keen understanding of what the future would hold, forward-thinking business leaders in Colorado raised \$500,000 to fund the spur that brought the railroad through Denver.

In the following pages, we outline how we are building a place where talent thrives. You'll find that our businesses have the support of Colorado with global accessibility and opportunity for local collaboration. Each day, Colorado builds upon place, talent, business support, and accessibility. These inputs create an environment where great companies are born and customers win.

The state's aspirational persona is driven by curiosity, collaboration, and economic prowess. We never waver on the highest standards for our communities. This keeps companies choosing and growing in Colorado, such as: Arrow, BP (Lower 48), DaVita, Gusto, Marketo, and Western Union.

In Colorado, we think big. We built the largest land area commercial airport in the United States because we think ahead. We taxed ourselves to fund FasTracks, a \$7.4 billion comprehensive transit plan that added 122 miles of light and commuter rail across the Metro Denver region.

*We conquer 14,000-foot peaks, of which there are 58. We respect and leverage the outdoors as it creates lifestyle as well as industry across Colorado. Operating year round, our environment is a playground for entrepreneurs, tourists, leaders, students, and anyone willing to adventure.*



We've earned the trust of companies like Charles Schwab, Ball Corporation, Sierra Nevada Corporation, CH2M, and Vestas. It is not a coincidence that we are the second most educated workforce in the nation. Mobility knows no bounds for Colorado. Our dynamic economic-base explores and creates new ventures that cultivate a successful ecosystem. Our place attracts talent that benefits companies so they can best serve their customers.

Colorado is a place driven by talent, a supportive business culture, and global accessibility. We don't talk trends, we talk transformation.

*IN COLORADO, AMAZON HQ2 WILL THRIVE.*



## EXPANDING OUR STATE



### HIGHER EDUCATION

- 1 University of Denver
- 2 University of Colorado Anschutz Medical Campus
- 3 University of Colorado, Denver
- 4 Metro State University
- 5 Community College of Denver
- 6 Regis University
- 7 University of Colorado, Boulder
- 8 University of Northern Colorado
- 9 Colorado State University
- 10 Front Range Community College
- 11 Arapahoe Community College
- 12 Colorado School of Mines



### HEALTHCARE

- 1 SCL Health Community Hospital Aurora
- 2 HCA
- 3 Craig Hospital
- 4 Kindred Hospital Aurora
- 5 University of Colorado Hospital
- 6 Denver Health
- 7 Rocky Mountain Hospital of Children
- 8 North Suburban Medical Center
- 9 SCL Health Community Hospital Northglenn
- 10 Platte Valley Medical Center
- 11 St. Anthony North Campus
- 12 Rocky Mountain Associates
- 13 The Children's Health Place
- 14 NCMC Summit View
- 15 UC Health Medical Center of the Rockies
- 16 Pediatric Urgent Care of Northern Colorado
- 17 Banner Fort Collins Medical Center

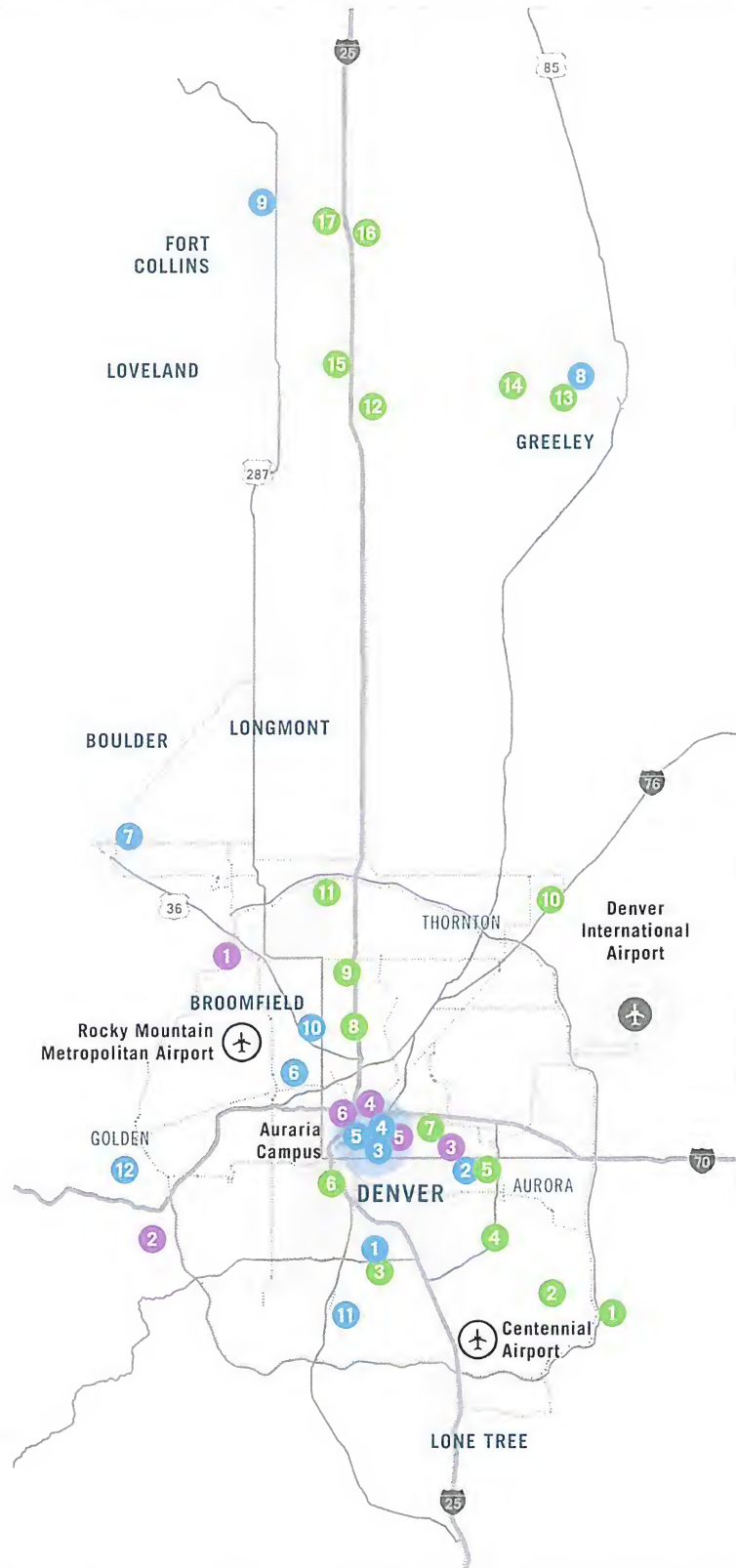


### CULTURE AND ENTERTAINMENT

- 1 Broomfield Events Center
- 2 Red Rocks Amphitheatre
- 3 National Western Center
- 4 Coors Field
- 5 Pepsi Center
- 6 Sports Authority Field



0 1.75 3.5 7 10.5 14 Miles

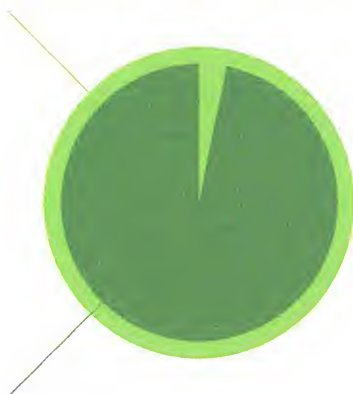


# Talent

Five and half million people call Colorado home. In Metro Denver, Amazon will benefit from joining a population of over 3,600,000 people. Our varied origins – 42% of our population is homegrown, 58% transplanted themselves to Colorado – create an inclusive community with diverse ideas and minds. These minds are aspirational by nature.

**COLORADANS ARE A BIKE RIDE AWAY FROM WORK, WITH ACCESS TO THEIR FAVORITE TRAILS**

139.7K PEOPLE EMPLOYED IN AMAZON HQ2 OCCUPATIONS. LIVE WITHIN A 30-MILE RADIUS OF UNION STATION



135.4K (97%)  
OF THOSE EMPLOYED, LIVE  
AND WORK WITHIN THE RADIUS

2016 EMSI DATA

While having a low unemployment, Colorado ranks in the top states for year-over-year job growth, reporting close to two percent growth in August 2017. The confluence of organic talent growth and high net-migration to the state supplies our businesses with top talent to support their needs. Our balanced workforce represents a broad representation of generations that provide ample opportunity for growing companies.

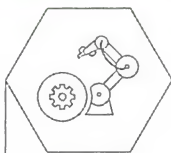
Colorado is engaging its current and future workforce, regardless of where individuals are in their educational and professional career. Our 35 world-class higher-education institutions are agile and student-focused.

Innovative, non-traditional programs and accelerators such as Techstars, Galvanize, Turing, SecureSet, and Skill Distillery provide a pipeline of workers with job-ready skills, offer mentorship opportunities for local industry leaders, and build a community of entrepreneurs and tech-workers. Colorado leads the country in advanced work-based learning through statewide youth apprenticeship programs that immerse young people to the evolving skill sets demanded by industry.

Brookings Institute ranks Colorado as one of the top knowledge based economies in the U.S. and Europe. One-quarter of Colorado's economy is built around advanced industries. Collaboration between these knowledge-based advanced industries puts us at the front of the class in creating the next era of American ingenuity.

We're the nation's second largest aerospace economy, one of the fastest growing regions for cleantech energy, in the top 20 metros for venture capital investment per capita, third in the nation for high-tech workers per capita, and our outdoor recreation industry knows no bounds.

## HOW COLORADO RANKS



### ADVANCED MANUFACTURING

6K+ Manufacturers across  
business sectors: electronics,  
energy, aerospace, biomedical,  
and food & beverage



### AEROSPACE

2nd-Largest aerospace  
economy in the U.S.



### BIOSCIENCE

18K+ Employees work at  
more than 900 bioscience  
companies in Colorado



### ENERGY

4th in cleantech  
employment, 6th in  
natural gas production,  
7th in oil production



### FINANCIAL SERVICES

Denver ranked amongst the  
top 20 cities for venture  
capital investment per capita



### HEALTH & WELLNESS

14K+ employers and  
150K+ employees



### INFORMATION TECHNOLOGY

3rd in the nation for  
high-tech workers per capita



### OUTDOOR RECREATION & TOURISM

State parks and outdoor  
activities generate \$34B  
in consumer spending



# Accessibility

Companies rely on global access physically and digitally. Colorado's central geographic location and time zone creates an ease of doing business around the world.

As one of the nation's newest airports, Denver International Airport (DEN) will serve 60 million travelers this year. To meet future demand, we are expanding our operations to serve 100 million travelers in the coming decades. We will add six new non-intersecting runways without infringing on a community, because we plan ahead. DEN is the only airport capable of this type of expansion.

From here, Amazon will fly non-stop to 188 destinations worldwide. We fly nonstop to Asia and Europe daily with an expanding portfolio of international destinations. Our investments allow travelers and businesses to benefit from price-competitive flights through multiple carriers.

DEN is the fifth-busiest airport with the third-largest domestic air service network in the nation. We also keep our one-way domestic fares 13% below the national average. Sitting back and enjoying the flight is easier here. We fly 19 times a day to Seattle on Alaska, Delta, Frontier, Southwest, and United in two and a half short hours. The table below shows how we connect to New York, San Francisco, and Washington, D.C. Accessibility is key to our economic environment.

AIRPORT	CITY	DAILY FLIGHTS TO NYC	ONE-WAY FARE TO NYC	DAILY FLIGHTS TO SAN FRANCISCO	ONE-WAY FARE TO SAN FRANCISCO	DAILY FLIGHTS TO WASHINGTON, D.C.	ONE-WAY FARE TO WASHINGTON, D.C.
DEN	DENVER	24	\$141	32	\$199	21	\$204
SEA	SEATTLE	13	\$121	50	\$299	8	\$241

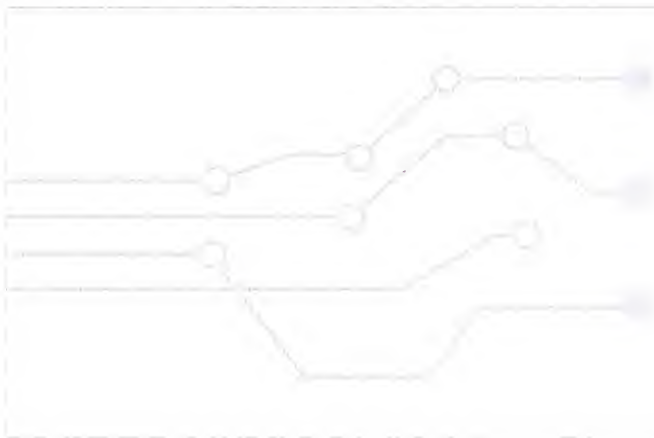
Colorado connects globally and locally. Prior investment is paying off today as we benefit from enhanced light rail transit and bus rapid service across Metro Denver. We connect urban and suburban corridors on FasTracks. Whether you are in downtown Denver or one of many surrounding communities, you're connected.

We invite companies to help us build Colorado. We open our roads to test autonomous vehicles, because today's ideas demand planning. We launch efforts like RoadX, a bold vision and commitment to being the national leader in the partnerships and use of innovative technology for crash-free, injury-free, delay-free travel. Whether it's launching the nation's first autonomous impact protection vehicle or Otto, a self-driving big rig delivering beer from Fort Collins to Colorado Springs, we are preparing for the next generation economy.

We create partnerships between government and companies like Anheuser-Busch and Panasonic Enterprise Solutions. We are a role model for local frameworks that benefit the globe.



## INVESTMENTS IN OUR TRANSIT SYSTEM



**\$7.4B**

AMOUNT SPENT TO BUILD OUT METRO  
DENVER'S MASS TRANSIT SYSTEM BY 2019

**140**

MILES OF NEW LIGHT RAIL  
AND BUS RAPID TRANSIT

**LARGEST BUILDOUT**

OF A U.S. TRANSIT SYSTEM SINCE THE  
WASHINGTON, D.C. METRO SYSTEM



# ***Positioning Amazon HQ2 for the Future***

In Colorado, we approach opportunities through collaboration. This collaboration has helped us bring leading high-tech and high-growth companies to the state, including Google, Arrow, Panasonic Enterprise Solutions, and others. We secured a U.S. Patent and Trademark Office to accelerate our businesses.

Our successes range from the growth of entrepreneurial ideas, to meeting high demand needs of cybersecurity firms like Optiv, to shaping 21st century medical research and health care at the Anschutz Health campus on a former Army base in Aurora. We take bold action to shape and create our future.



Colorado's proposal contains both areas for Amazon HQ2 and locations for follow-on investments to enable your growth. with sites that provide smart options to locate the entirety of the project on one site, or the ability to spread the density of the project across multiple sites joined by transit and connectivity. We've included the HQ2 sites in this proposal and supporting information on follow-on investment sites in the appendix.

Metro Denver offers a vision that exceeds expectations. We don't see this as pitching a site. We see this as a community development. The location and growth of Amazon HQ2 in our metro area is not a starting step, but rather another stride forward. This proposal is committing to a partnership for creating a bold, successful future.

We know time is money – our sites provide access to a world-class regional workforce with an average commute time of less than 30 minutes and access to our international airport in less than 45 minutes.

## **IN COLORADO, WE SEE AMAZON HQ2 AND FUTURE PROJECTS LOCATING AT:**

**Amazon HQ2 Site**

**Amazon HQ2 Site**

**Amazon HQ2 Site**

STATE OF COLORADO

NAME	RESIDENCE	EDUCATION	EXPERIENCE	REMARKS
JOHN A. BROWN	1234 Main St., Denver	High School	10 years	
MARY E. SMITH	5678 Oak Ave., Boulder	College	5 years	
WILLIAM H. JONES	9012 Elm St., Colorado Springs	High School	8 years	
CHARLES F. WHITE	3456 Pine St., Fort Collins	College	12 years	
ELIZABETH K. GREEN	7890 Maple St., Pueblo	High School	6 years	
ROBERT L. BLACK	2345 Cedar St., Durango	College	9 years	
SARAH J. GRAY	6789 Birch St., Montrose	High School	7 years	
DAVID M. HARRIS	1011 Walnut St., Grand Junction	College	11 years	
JANE D. KELLER	4567 Spruce St., Siltco	High School	4 years	
ALFRED N. LYNN	8901 Ash St., Silverton	College	13 years	
BETTY C. PERKINS	2109 Hickory St., Telluride	High School	3 years	
GEORGE W. ROBERTS	5432 Sycamore St., Lake City	College	14 years	
HENRY T. SCOTT	9876 Juniper St., Aspen	High School	2 years	
MARGARET A. STEVENSON	3210 Redwood St., Vail	College	15 years	
FRANK B. THOMAS	7654 Fir St., Breckenridge	High School	1 year	
LOUISE M. TOLSON	1098 Cottonwood St., Edwards	College	16 years	
EDWARD J. WATSON	4321 Dogwood St., Snowmass	High School	0 years	
JOAN K. WILSON	8765 Magnolia St., Steamboat	College	17 years	
JOHN P. WOOD	2108 Palm St., Crested Butte	High School	18 years	
MICHAEL R. YOUNG	6543 Yucca St., Silver Lake	College	19 years	
BARBARA L. ZIMMERMAN	9901 Olive St., Leadville	High School	20 years	









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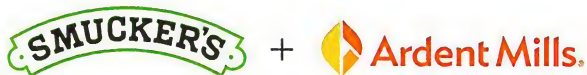


# Business Ethos



Colorado is balanced. By maintaining stability of our budget, legislation, and policies, we foster a government that cuts or streamlines thousands of regulations, identifies ways to partner with the business community, and keeps companies focused on their customers, not government.

As a balanced-budget state, Colorado keeps its finances in line because frugality protects our citizens and businesses by keeping their costs low. Thoughtful planning and saving allows for Colorado to invest in services, and programs service companies like Amazon as they work to fill jobs, invest capital, train their workforce, and develop communities.



Colorado's collaborative environment allows for companies like Smucker's to instantly connect to Ardent Mills. When Smucker's was looking to site a new \$340 million manufacturing facility, we knew they would benefit from meeting Ardent Mills. Ardent Mills had recently located its headquarters in Colorado. Through a partnership with Colorado State University-Fort Collins, Ardent Mills developed hybrid wheats that have become the envy of the agricultural industries. Companies like Smucker's picked up on our innovation and we saw the opportunity to connect companies, accelerate job growth, and created a more inclusive business community.

We compete on future and emerging cycles. As additive manufacturing has moved to the forefront of advanced industries, we made an investment. Through our Advanced Industries Accelerator Grant program, we invest in a partnership that brings together higher education, primary defense companies, small business, and a cohesive industry association.



The Alliance for the Development of Additive Processing Technologies (ADAPT) is addressing challenges related to the design parts for additive manufacturing, controlling and optimizing additive manufacturing processes, and achieving consistent performance from additive manufacturing machinery. ADAPT is closing these knowledge gaps to help companies gain a competitive edge in the manufacturing marketplace. These efforts also inform and enhance curriculum development and job training through the Colorado School of Mines. ADAPT is a collaborative effort brought together by the State of Colorado and includes:

COLORADO SCHOOL OF MINES  
LOCKHEED MARTIN  
BALL AEROSPACE  
FAUSTSON TOOL

CITRINE INFORMATICS  
MANUFACTURER'S EDGE  
COLORADO OFFICE OF ECONOMIC DEVELOPMENT  
AND INTERNATIONAL TRADE

# *Working with Amazon*

We share the same mindset. It begins with an implementation team to support the integration of this project from the Governor's Office of Economic Development and International Trade (OEDIT) and Metro Denver Economic Development Corporation (Metro Denver EDC).

We're built for action because speed-to-market reduces your costs and enhances your competitiveness. Our sites give Amazon the ability to scale with just-in-time planning, large scale development, and space for follow-on investments. You'll learn more about our competitive performance-based incentives in our appendix. We know how to deliver and ensure our relevancy for the long run.

In Colorado, it's always Day 1. We live it, breathe it, summit it. We obsess over our customers – both citizens and businesses. We resist proxies by creating solutions, not following standard processes. We embrace external trends. While others move away from risk, we give risk a bear hug to learn what's possible. We make decisions and commit. Speed matters and we don't slow down for political speed bumps. Today, we commit to saving you time and energy with your decision in Colorado. We invest in our infrastructure, obligated to the future, and ready for the next transformation.

## **IT'S WHO WE ARE.**

*COLORADO IS READY FOR AMAZON HQ2.*



**COLORADO**  
Office of Economic Development  
& International Trade



**Metro Denver**  
Economic Development Corporation



## ***Appendix***







## **APPENDIX**

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## TALENT DEFINED

Looking ahead, Amazon HQ2 will need a plethora of positions to support the long-term success of the company's second headquarters. We have completed an extensive study regarding the employment and growth of jobs that may be hired at Amazon HQ2. Based on the jobs associated with Amazon HQ2 ("Amazon HQ2 Occupations"), we have nearly 140,000 jobs in these skilled roles, which is 54% above the national average. Our growth in these headquarters jobs was 3.1% from 2016 to 2017, which is also above the national average of 2.1%.

Here is a breakdown of the jobs, the presence in 2016 and 2017, the change between the two years, and median earnings. This study was calculated with a 30-mile radius from Denver's Union Station in the heart of downtown Denver. This is how Colorado is positioned for HQ2:

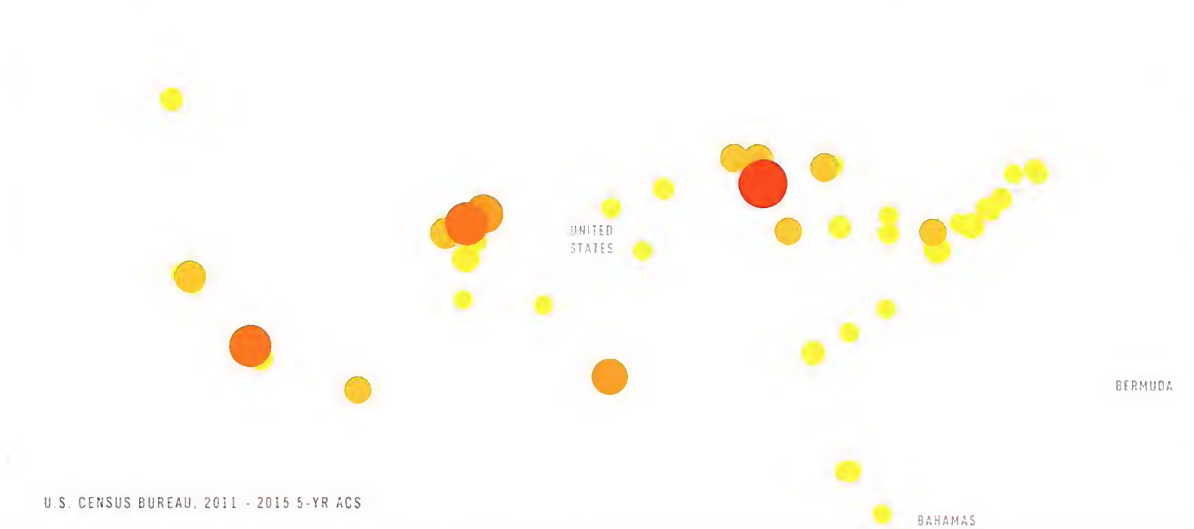
OCCUPATION	2016 JOBS	2017 JOBS	%CHANGE IN JOBS, 2016-2017	MEDIAN EARNINGS PER HOUR
Chief Executives (11-1011)	969	1,027	6%	\$113.01
General and Operations Managers (11-1021)	27,989	28,916	3%	\$57.23
Computer and Information Systems Managers (11-3021)	4,955	5,184	5%	\$72.56
Human Resources Managers (11-3121)	1,227	1,280	4%	\$62.47
Human Resources Specialists (13-1071)	7,945	8,160	3%	\$31.46
Business Operations Specialists, All Other (13-1199)	28,548	29,149	2%	\$36.39
Computer Programmers (15-1131)	2,319	2,413	4%	\$45.11
Software Developers, Applications (15-1132)	19,407	20,082	3%	\$50.26
Software Developers, Systems Software (15-1133)	9,921	10,231	3%	\$54.67
Web Developers (15-1134)	2,067	2,177	5%	\$28.77
Computer User Support Specialists (15-1151)	9,925	10,311	4%	\$28.19
Computer Occupations, All Other (15-1199)	8,896	9,074	2%	\$46.71
Lawyers (23-1011)	9,169	9,419	3%	\$61.22
Paralegals and Legal Assistants (23-2011)	4,519	4,636	3%	\$24.87
Office and Administrative Support Workers, All Other (43-9199)	1,870	1,979	6%	\$15.86

On top of our job growth, our population is forecasted to increase by 2.8 million people between 2010 and 2040. Of that 2.8 million, 2.4 million are forecast along the Front Range from Larimer and Weld County in the north to Pueblo County in the south. Within the Front Range, 1.5 million are forecast for the Denver Metro Area. 500,000 are forecast between Larimer and Weld and 400,000 between El Paso and Pueblo. The remaining areas of the state are forecast to increase by 400,000.

Regarding migration, Colorado is a destination for skilled talent, especially among Millennials. During 2000, a time when the state's unemployment rate was 2.8 percent, total net migration was nearly 86,000, increasing accessibility to a dynamic workforce. In 2015, net migration reached its highest level since 2000, at 67,811.

U.S. Census data shows the location from which counties migrants come (in orange). Migrants moving to Denver are coming from other parts of Colorado, along with top out-of-state locations such as Chicago, Los Angeles, Dallas, San Francisco, D.C., Milwaukee, Madison, Phoenix, and New York.

## NET-MIGRATION FLOWS TO DENVER - TOP 50 U.S. LOCATIONS



For young adults between the ages of 20 to 34 moving into Denver, migrants are coming from other parts of Colorado. Top out-of-state locations include Los Angeles, Chicago, Houston, Phoenix, District of Columbia, Anaheim, Milwaukee, Seattle, San Francisco, and Dallas. Young adults from Denver are moving to Los Angeles, Seattle, Houston, Phoenix, Chicago, Austin, Las Vegas, San Francisco, and Portland.

Although among U.S. metropolitan areas, Denver and Boulder combined ranks consistently as 20th in terms of population, the region punches above its weight by disproportionately drawing talent relative to its population size, and is one of the top 12 destinations for those graduating from outstanding out-of-state universities, including Princeton, Stanford, and the California Institute of Technology, among countless other schools.<sup>1</sup>

Outside of talented individuals moving to Colorado, our public and private universities support the creation of desired talent in Colorado. Our higher education completions for select programs in the Metro Denver area highlight that we teach diverse programs and retain the graduates in Colorado. For Amazon HQ2 Occupations in Denver and surrounding areas, the schools that produce the greatest number of talent include the University of Colorado-Boulder, University of Denver, Colorado State University, University of Colorado-Denver, and Regis University.<sup>2</sup>

<sup>1</sup> Population data: Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2016, U.S. Census Bureau. University destination data source: Emsi database; Metropolitan Statistical Areas included in this dataset are the top 55 MSAs and Boulder MSA by population; the dataset for schools are top 115 schools as defined by U.S. News and World Report rankings.

<sup>2</sup> Emsi Workforce Insights dataset 2017

CATEGORY	PROGRAM	COMPLETIONS 2014	COMPLETIONS 2015	COMPLETIONS 2016	PERCENT COMPLETERS
					Typically Found Working in CO 1 Year Following Graduation
Legal	Law	478	486	499	77%
	Legal Assistant/Paralegal	194	177	162	76%
	Legal Studies, General	15	21	30	n/a
	Tax Law/Taxation	34	30	22	n/a
	International Business, Trade, and Tax Law	9	13	20	n/a
	Legal Research and Advanced Professional Studies, Other	32	24	13	n/a
	Legal Professions and Studies, Other	14	15	8	n/a
	Advanced Legal Research/Studies, General	7	1	3	n/a
Software Development & Related	Information Technology	291	395	461	58%
	Computer Science	341	399	453	58%
	Management Information Systems, General	109	111	182	71%
	Information Science/Studies	22	28	52	76%
	Computer Engineering, General	39	43	46	61%
	Computer Programming/Programmer, General	31	41	32	73%
	Computer Graphics	44	23	32	75%
Business Operations, Accounting	Computer Software Engineering	5	9	1	n/a
	Business Administration and Management, General	3,864	4,313	3,677	67%
	Accounting	590	709	903	78%
	Human Resources Management/ Personnel Administration, General	429	407	389	59%
	Accounting Technology/Technician and Bookkeeping	306	329	312	78%
	Organizational Behavior Studies	335	309	310	42%
	Business/Commerce, General	320	355	269	61%
	Human Resources Management and Services, Other	0	18	95	42%
	International Business/Trade/Commerce	95	88	89	66%
	Administrative Assistant and Secretarial Science, General	70	45	70	42%
	Taxation	80	56	68	n/a
	Accounting and Business/Management	20	10	13	n/a
	Accounting and Finance	16	6	3	n/a

### *UNIVERSITIES IN THE DENVER METRO AREA*

Colorado is home to outstanding public and private universities.

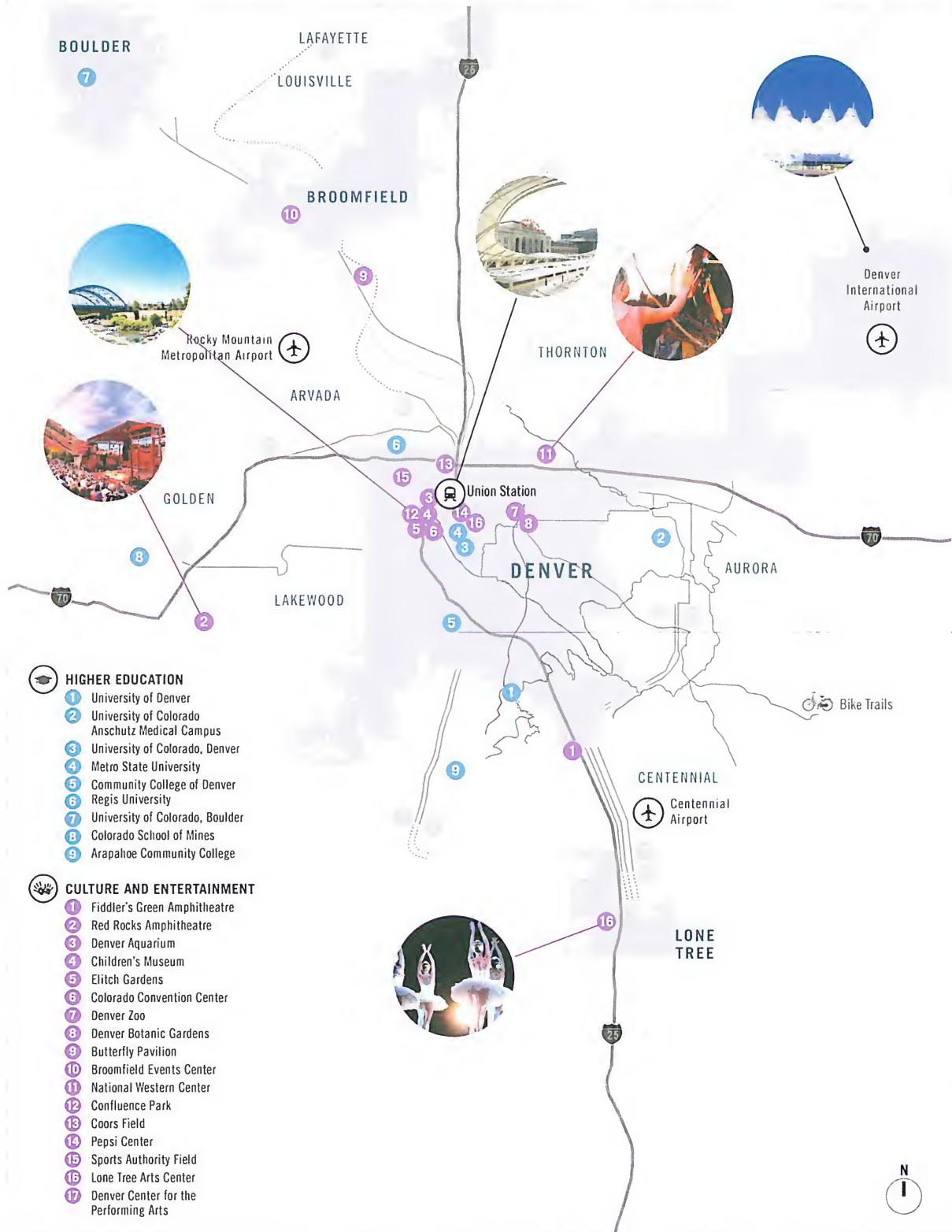
Each year, 58,000 students graduate from among the 278,000 students enrolled in Colorado's public and independent private colleges and universities.

These universities are within close proximity to Metro Denver and include:

- University of Denver
- University of Colorado-Anschutz Medical Campus
- University of Colorado-Denver
- Metro State University
- Community College of Denver
- Regis University
- University of Colorado-Boulder
- Colorado School of Mines
- Arapahoe Community College



## UNIVERSITY METRO AREA MAP





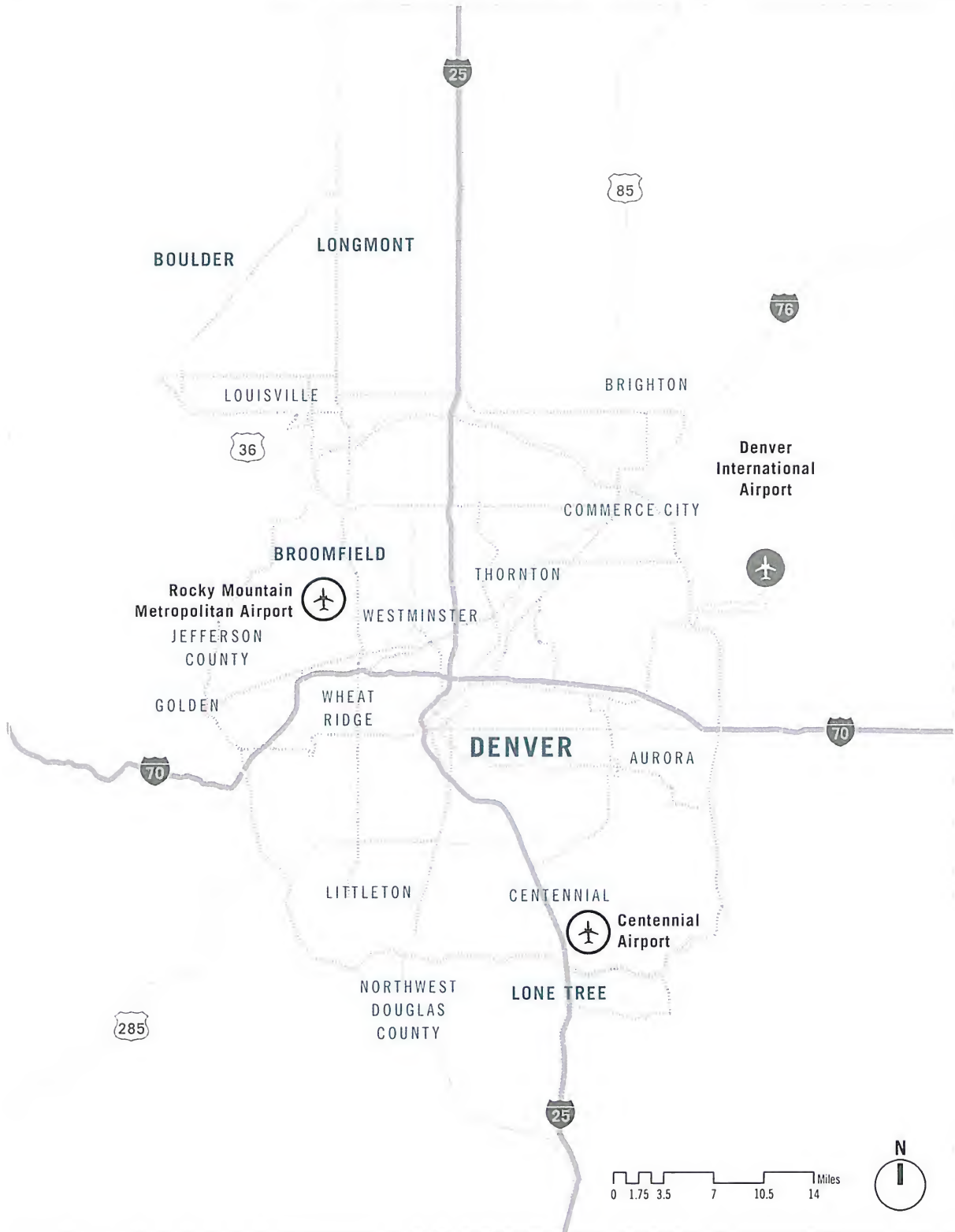
## **SITES FOR AMAZON HQ2 & FOLLOW-ON INVESTMENTS**

Beyond the sites and communities listed in the initial proposal, Colorado has identified several locations that can support Amazon HQ2, future commercial offices, fulfillment and distribution facilities, data centers, and more. These urban and suburban locations are spread throughout the Metro Denver area with close proximity to Denver International Airport, major interstates, universities, transit, and over 3.6 million people.

These sites all benefit from a regional workforce that commutes across county and municipal boundaries. Metro Denver Economic Development Corporation has screened each of the submitted sites to ensure completeness of information. Representing nine counties and 70 communities in Colorado, we are providing you a balanced set of sites and communities that can support Amazon HQ2 and any future investments from the company. We don't look at this proposal as transactional, but rather an opportunity to build a long-term relationship with Amazon and enlighten the company on the diverse communities across the Metro Denver region.

*HQ2, REGIONAL OFFICES, FULFILLMENT AND DISTRIBUTION,  
AND DATA CENTERS. WE HAVE IT ALL COVERED IN COLORADO.*

## METRO DENVER COMMUNITIES



## ADVANCED INDUSTRIES

Developing an innovation economy supported by economic, academic, and political stakeholders is a high priority in Colorado. As such, Colorado is focusing on its advanced industries, which are prime drivers of both the U.S. and Colorado economies.

According to The Brookings Institution, advanced industries “encompass the nation’s ‘tech’ sector at its broadest and most consequential. Their dynamism is going to be a central component of any future revitalized U.S. economy. As such, these industries encompass the country’s best shot at supporting innovative, inclusive, and sustainable growth.” In Colorado, advanced industries fall within the following industry verticals: aerospace, advanced manufacturing, bioscience, electronics, energy and natural resources (including cleantech), infrastructure engineering, and technology and information (IT).

A major component of the advanced industries ecosystem in Colorado is the network of Federal laboratories performing cutting-edge research throughout the state. Colorado is home to a Center for Disease Control and Prevention research center, the Cooperative Institute for Research in the Atmosphere, the U.S. Department of Agriculture, the National Renewable Energy Labs (NREL), the National Ecological Observatory Network, and more. An underlying policy driver in Colorado is the desire to encourage and enable the collaboration between these bodies of expertise and those in our knowledge-based advanced industries to develop path-breaking technologies that cut across industry both vertically and horizontally. The desired result of these collaborations will ensure that all of Colorado’s industries are elevated by technologies that set the trend for America’s economy over the next century.

Each of Colorado’s seven key industries are research and development intensive, and employ a significant portion of their workforce in STEM fields. Approximately one-quarter of Colorado’s economy is based on the economic ecosystems built around the advanced industries. With such a high concentration of knowledge-based industries, Colorado truly is a national advanced industries hub, and leadership at the state level is committed to investing in these key sectors to create and attract additional high-paying and quality jobs, boost exports, and drive innovation and capital investment throughout the state and the nation. The state will be a trendsetter in the development of the new technologies and paradigms that will define the next era of American ingenuity. Governor Hickenlooper has written that a major focus of his administration over the past several years has been to enact economic development strategies that “ensure that Colorado is at the forefront of cultivating a relentlessly pro-business environment in which advanced industries will thrive.”

One of the major factors driving those goals set forth by Governor Hickenlooper are the State’s meaningful collaboration with industry groups and the legislative framework set out to support the strengthening of the networks supporting our advanced industries. The Advanced Industries grant programs deployed by the Colorado Office of Economic Development and International Trade are legislature-approved programs designed to promote growth and sustainability in our advanced industries by accelerating commercialization, catalyzing public-private partnerships, increasing access to early-stage capital, and creating a strong ecosystem to increase Colorado’s global competitiveness. These programs include the Proof of Concept Grant, the Early-Stage Capital and Retention Grant, and Infrastructure Funding. The grants have been wildly successful in not only creating knowledge-based jobs throughout Colorado, but also by encouraging and ensuring support for innovation-driven research that will change the way industries operate in the future.

Below are statements from thought-leaders and industry experts in industry highlighting the value of OEDIT's Advanced Industries programming, the State's focus on stakeholder collaboration, and its support for the State's knowledge-based industries.

#### *COLORADO TECHNOLOGY ASSOCIATION*

OEDIT's Advanced Industries programs have been instrumental in helping Colorado technology companies obtain the resources they need to grow and remain sustainable, in particular startup and small-sized companies, and those located in rural regions. In 2016, AI programs provided 27 technology and information companies with either Proof of Concept or Early Stage Capital and Retention grants that totaled nearly \$7 million and Export grants that resulted in \$8.5 million in projected export sales for awardees. We have seen recipient companies flourish as a result of the programs, such as Rachio, which allows you to control your water sprinklers from your phone to conserve water and increase savings. These programs also help keep employees and companies in Colorado, thereby increasing the economic impact on Colorado and their local regions.

#### *COLORADO ADVANCED MANUFACTURING ALLIANCE*

The Advanced Industry Grant program is a testament to Colorado's commitment to the manufacturing sector. Early Stage Capital and Retention grants provided through this program have helped manufacturing companies such as Lightning Hybrids and Raven Windows. These companies and others are producing products that make Colorado, and the rest of the world sustainable for future generations. The Advanced Industry Grant program has helped Colorado companies develop new processes and implement efficiencies that have resulted in less parts produced in China and instead are creating high-paying jobs for Colorado's growing economy.

#### *AMERICAN COUNCIL OF ENGINEERING COMPANIES*

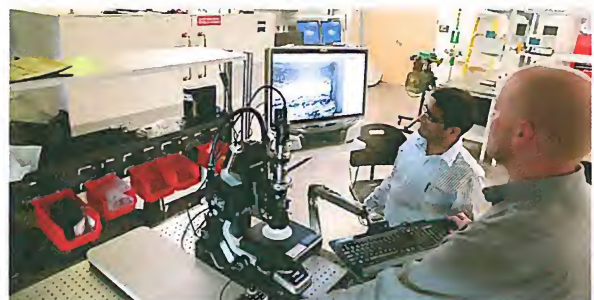
The American Council of Engineering Companies of Colorado (ACEC Colorado) – a business association for consulting engineering firms in the building environment - has been involved in the AI grant program since its inception by championing the economic benefits of infrastructure engineering. As more people move each year to Colorado, our infrastructure – transportation, water, energy, and telecommunications – is impacted by the ever-increasing needs of our citizens as well as maintaining the state's current infrastructure. The AI Grant program recognizes and assists companies that are developing new technologies that will improve our mobility, develop easier access to data and implement sustainability practices by the design and construction industry used in the development and construction of projects.

#### *COLORADO CLEANTECH INDUSTRIES ASSOCIATION*

The Advanced Industries grant program is a critical component of Colorado's startup environment. Since the inception of the program, cleantech companies have garnered more than \$6 million in early stage and proof of concept grants. These grants have enabled companies to hire employees, build-out proof of concept designs, expand overseas and secure follow-on funding.

As an Association, we believe the Advanced Industries grants are a key component to Colorado's

*Colorado companies leverage advanced industry resources and industry partnerships to succeed.*





cleantech competitiveness. The AI grants provide the State with a unique opportunity to support early and mid-stage cleantech companies in their efforts to grow and build out their companies in Colorado. For very early stage companies, they have been able to leverage the program to help in moving technologies out of Colorado's robust national laboratory system. For mid-stage companies, the grants enable companies to hire and train employees, expand the local and global footprint, and leverage the State's grant to find other resources. Through the support of programs such as AI, startups become the base of a strong, innovative, sustainable business community.

#### *COLORADO BIOSCIENCE ASSOCIATION*

Colorado's bioscience sector includes more than 725 companies across agricultural, drug development (biotech and pharma), diagnostic, digital health, and medical devices. Colorado's bioscience industry is large and growing with nearly 30,000 employees in 2014 - following a 4.4 percent job growth across all sectors since 2012. With this growth, bioscience companies continue emphasizing the value of investing in workforce development and a strong talent pipeline.

This growth has been led by a 9% gain in bioscience-related distribution. And research, testing, and medical labs have enjoyed a 7.5% growth in employment. While recent growth in medical devices has been relatively flat, Colorado has a highly-specialized employment concentration in medical device and equipment manufacturing, with a location quotient of 1.60 – meaning we're 60 percent more concentrated relative to the national average. Additionally, patents in bioscience-related technology areas have been increasing in Colorado with 2,931 issued patents in bioscience-related technologies since 2012.

#### *COLORADO SPACE COALITION*

Colorado is an aerospace powerhouse, ranking second in the nation for private aerospace jobs. The state is home to a robust mix of prime aerospace and defense contractors, and a thriving commercial space industry.

Colorado's AI Accelerator Programs are driving aerospace product development and commercialization by seeding Colorado companies and universities to make investments in advanced technology and innovations that are generating critical systems for the nation's aerospace industry. From drone sensor technology, to advanced propulsion systems, to small satellite manufacturing, these state investments have generated cutting edge technology and innovation, and boosted a resurgence in advanced manufacturing in Colorado.

The program has proven particularly successful in forging collaborative partnerships between business and academia to leverage cross-cutting technology fields and develop world-leading industry solutions. The Alliance for the Development of Additive Processing Technology (ADAPT), recipient of a \$2.5 million AIA Infrastructure grant, positions Colorado as a leader in 3D metal printing by focusing on optimizing and qualifying additively manufactured parts and components. Leveraging a further \$4 million in cost share from its founding partners (Lockheed Martin, Ball Aerospace, Faustson Tool, and the Colorado School of Mines), ADAPT is solving challenges that need to be addressed in order for manufacturers across a wide range of industries to fully exploit the new opportunities afforded by additive manufacturing.



## BUSINESS CULTURE

Colorado has a wide range of case studies that highlight notable company relocations, expansions, and successful startups. The following companies represent significant economic development projects that have accelerated our industry diversification, job growth, and thought leadership.



### *CASE STUDY - A COLORADO COMPANY: ARROW ELECTRONICS*

In 2011, Arrow Electronics Inc. officially designated its pre-existing Englewood, Colorado location as the company's global headquarters. The headquarters operations were relocated from New York state.

Arrow made the decision to designate Englewood as its headquarters with an eye on the company's future growth and to take advantage of the area's higher education institutions. Other considerations included the availability of current and the expectation of future direct flights from Denver International Airport to Asia, as nearly 20 percent of Arrow's 2012 sales were generated in the Asia-Pacific region.

Arrow's Chief Executive Officer, Mike Long, notes, "When it comes to ... headquarters activities and to future investment, Colorado looks like a good place to be."



### *CASE STUDY - A COLORADO COMPANY: BP LOWER 48*

BP Lower 48 is an energy company specializing in the production of natural gas, oil, condensate, and gas liquids extracted from both conventional and unconventional rock formations. Until late 2016, BP Lower 48 was headquartered in Houston, Texas and had approximately 1,172 employees in the United States. The company had a workforce of nearly 100 in Colorado in 2016, most of which were located near a company asset in the San Juan Basin in Southwestern Colorado.

In the Fall of 2016, the company contacted the State of Colorado and expressed interest of relocating its headquarters location to the region. As a hub for both renewable and traditional energy firms, Colorado's leadership was eager to compete for the project. BP Lower 48 also considered Oklahoma City, Oklahoma. Company executives emphasized the desire for a location with high density of engineering talent, access to a sustainable workforce pipeline through higher education institutions, a low cost of living, and a close proximity to existing projects and natural assets.

In late 2016, the company announced it would move its regional headquarters from Texas to Colorado. CEO David Lawler will be among the 200 employees who eventually relocate, and the location will house 450 employees.

BP called Denver "an important energy hub of the future" and claimed the local workforce pipeline as a major determinant for the final location. The company is currently planning to lease 86,000 square feet on Platte Street. This location will provide employees access to Union Station, Platte Park, and the Cherry Creek trail system.



#### *CASE STUDY - A COLORADO COMPANY: DAVITA*

DaVita is the dialysis division of DaVita HealthCare Partners Inc., a Fortune 500 company that through its operating divisions, provides a variety of health care services to patient populations throughout the United States and abroad. The company's leadership development initiatives and social responsibility efforts have been recognized by Fortune, Modern Healthcare, Newsweek, and WorldBlu.

DaVita moved its headquarters from California to Denver, Colorado in 2009. "The city's geographic location is ideal for a nationwide company with facilities and operations spread across the country," said Kent Thiry, CEO of DaVita. "The relative costs are less expensive for families and companies alike. Denver and Colorado have provided us with a solid foundation upon which we can continue to grow."

DaVita looked throughout the region, seeking to locate its headquarters in a neighborhood where it could "make a difference." The company realized that in a market the size of Metro Denver, it could have that type of impact and could accomplish it quickly, given the collaborative nature of the region's business and civic culture. The company also wanted to locate on a transit rail line. The company opted for a location in the Lower Platte Valley near Union Station – the center of the transit system. This "statement" (corporate headquarters, right on the transit line) was a suitable location that set a new horizon for transit-oriented development (TOD). The creation of TODs, with a mix of housing, retail and office, are a central element of the region's focus on creating new neighborhoods along the region's 119-mile transit system. DaVita happily reports that a majority of its new hires live or use transit to their jobs near Union Station.

DaVita was in search of high-quality, highly-paid executives. However, its ability to recruit such skills as compliance lawyers was largely unsuccessful in the northeastern states of the U.S. Today, DaVita consistently boasts of its improved ability to recruit talent from across the country to Metro Denver.

In 2016, the company broke ground on the "Casa II," DaVita's second major development project since relocating its headquarters to Colorado. This facility will house up to 800 additional DaVita employees and is located directly across the street from its first home. At the groundbreaking, Thiry noted that the new development will be unique among the other buildings developed in the neighborhood: it was designed to be up to 23 percent more energy efficient, and use up to 20 percent recycled material for the final buildout.



#### *CASE STUDY - A COLORADO COMPANY: WESTERN UNION*

Western Union is a publicly-held financial services company known for its global payment services. The Fortune 500 company is headquartered in Denver, Colorado. The company was founded in 1851 and employs more than 7,000 employees globally. In Colorado, Western Union has 1,500 employees and is an industry anchor in the financial services sector.

Chief Executive Officer and Director of Western Union, Hikmet Ersek, is one of Colorado's most influential executive-level business and thought leaders in the Metro Denver community.

In 2017, the company announced that it will move into a new development in Denver. The leased building will provide the company 246,500 square feet on the Light Rail line. This location will provide the company with increased community visibility, as well as increased mobility options for its workforce. According to Western Union, the new location will “enable our company to strengthen and grow, while demonstrating [our] long-standing support for this great city.” This expansion will result in up to \$360 million in capital investment for the new headquarters facility. Meanwhile, the company is planning on expanding its employee base in Denver alongside its physical expansion.

## ibotta

### *CASE STUDY - A COLORADO COMPANY: IBOTTA*

Ibotta is a technology company which is based in Denver, Colorado and was founded in 2011. The mobile app designed by the company allows subscribers cash rebates on purchases from retail stores. Currently, the company has approximately 300 employees and recently received a massive investment by GGV Capital.

GGV is based in Silicon Valley, California and has investments in over 100 companies across the U.S. and China. This investment was just another stepping stone for the app company, as it recently started to double its headquarters space and has hired dozens of new employees.

According to Ibotta Chief Executive Officer, Bryan Leach, this capital infusion from California proves the increasing attention the Front Range is receiving from external funders. In a recent article in The Denver Post, Leach said, “It’s increasingly becoming the case that you can have your cake and eat it too, meaning that you can operate here in Denver and still work with leading executives in the world...This is the first time GGVC has invested in a company in Colorado. It’s a landmark for Colorado and we’re proud of that.”

Leach continued, “The best investors know they can’t wait for teams to walk in their door and ask for money. They need to look for talent...Denver/Boulder is a talent aggregator. It’s a place bringing in talent because it’s where people want to live.”

In a private interview with OEDIT, Mr. Leach further elucidated the value of his company’s location in relation to its success: “Over the past five years we have built the third most widely used mobile shopping app in the U.S. by minutes of usage (after Amazon and eBay), right here in Denver. We prototyped everything in house and tapped into the large pool of talented engineers, product managers, and designers. Consumers here are more representative of mainstream American consumers and thus our testing helped us build a product with widespread consumer appeal. We would not have had the same success in coastal cities.”





#### *CASE STUDY - A COLORADO COMPANY: UNITED LAUNCH ALLIANCE*

United Launch Alliance (ULA) is a joint-venture, stand-alone company created by Lockheed Martin and Boeing. The company provides satellite launch services for commercial, civilian and defense customers. ULA was formed as a means of keeping the U.S. competitive in a global satellite launch market. The company is headquartered in Centennial, Colorado and has manufacturing facilities in Alabama and Texas.

Upon establishment of the company, a final location of operations and headquarters was a matter of controversy among stakeholders. Boeing and Lockheed had launch companies in different California cities. Lockheed, however, had existing launch units in Colorado. The company sought a final location that had available aerospace intellectual talent, a state that had a deep understanding of the industry, and an abundance of quality aerospace R&D activity. Company founders wanted to be in proximity of internationally-renowned universities with substantial aerospace training and infrastructure.

The company selected Metro Denver as its preferred location. With an established launch group already in place at Lockheed, the challenge would be to lure aerospace employees from Huntington Beach, California.

The State of Colorado mobilized the entire Metro Denver area in the employee and executive recruitment efforts. Over 3.5 tons of printed material was sent to the Boeing employees over the course of a Spring and Summer. Three job fairs were held at Boeing's launch center in Huntington Beach. Thirty-eight Metro Denver people traveled to Boeing for each of these three job fairs. The relocation team consisted of every possible organization that could smooth the transition. The recruitment and relocation effort in the case of ULA is one of the shining examples of how the significant parties within the region work together to build the economy for the betterment of all adjacent communities.



#### *CASE STUDY - A HOMEGROWN COLORADO COMPANY: ZAYO*

Zayo powers and protects customers around the world by providing bandwidth and connectivity over an exceptional network infrastructure. More broadly, the Zayo Group provides communications infrastructure services, including fiber and bandwidth connectivity, colocation, and cloud services to the world's leading businesses. The company boasts an impressive 112,600-mile network in North America and Europe.

Zayo Group's global headquarters is located in Boulder, Colorado; the European headquarters is in London. The publicly-traded company was founded in 2007 and has since acquired several other IT firms. Within Colorado, Zayo has more than 1,000 customers, including Level3 Communications, SendGrid, Sprint, Craftsby, Denver Public Schools, DigitalGlobe, Verizon, T-Mobile, DaVita, and the UCHHealth network. With wild success, the company has grown from a small start-up to a publicly-traded company with an enterprise value of \$11 billion.

Despite its massive international success, Zayo Group has chosen to continue its growth in its local community rather than moving to other IT ecosystems. In fact, in 2014 the company opened a

24,000-square-foot office in LoDo – growing its presence from Boulder, Louisville, and Greenwood Village to downtown Denver. Chairman and Chief Executive Officer, Dan Caruso, shed light on the company’s decision to have a presence in Denver, saying, “Given the industry’s deep roots in Denver, establishing a larger local presence was an important strategic goal for Zayo...We look forward to engraining ourselves into Denver’s vibrant startup and entrepreneurial scene.” Mr. Caruso has also noted that “Colorado’s telecommunications industry continues to be a significant driver of our state’s economy...Colorado is growing as a key geographical hub of technology and innovation.”

The Zayo Group prides itself on having a workforce composed of community-concerned IT professionals. The company does not have an issue attracting IT talent in the Colorado Front Range. What seems to be more important to the company is attracting a workforce focused on bettering the community surrounding them. Zayo has become known as a company that actively recruits veterans, and promotes diversity across its company. The company has also married its headquarters location to an active lifestyle one could only find in Colorado. Often, the team leaves the office early on a Friday to participate in a group fitness activity. The company is actively engaged in local entrepreneurship efforts, STEM and technology education, and diversity and inclusion efforts. The company employs more than 700 people in Colorado and hosts a summer internship program split evenly between men and women.



*CASE STUDY - A COLORADO COMPANY: BALL AEROSPACE & TECHNOLOGIES CORP.*

Ball Aerospace is a leader in design, development, and manufacture of innovative aerospace systems. The internationally-prevalent company has served as a technology innovator for defense and civilian government agencies and commercial customers since 1956, and chose Colorado for its headquarters in 1993.

The business climate in Colorado is a tremendous advantage for the publicly-traded corporation. “We benefit from a business-friendly state administration that is collaborative and highly engaged in driving economic growth,” said Rob Strain, president of Ball Aerospace. The state also boasts a set of vibrant industry associations that are becoming increasingly sophisticated and effective in promoting business growth. Currently, Ball Aerospace is an active participant in the Colorado Space Coalition (CSC).

“There are a myriad of reasons why being headquartered in Colorado offers us a competitive advantage,” said Strain. “We have access to the best talent. There is a highly-educated workforce here and the beauty of the state and lifestyle attract the best and brightest from across the country.” Thirty percent of employees have advanced degrees, and the company experiences remarkably low turnover.

Ball Aerospace’s reputation as one of the largest and most innovative companies in the state continues. In 2017, the company broke ground on a state-of-the-art expansion to its Aerospace Manufacturing Center in Westminster, Colorado. The addition of 145,000 square feet will be completed in 2019, and Chief Executive Officer, John Haynes notes that the expansion was pivotal “in order to keep pace with projected growth and meet the needs of the customers” the company serves on a daily basis.



#### *CASE STUDY - A COLORADO COMPANY: CHARLES SCHWAB*

Charles Schwab Corporation (NYSE: SCHW) is a full-service financial services firm based in San Francisco. The company was launched in 1973, and currently employs approximately 13,500 full-time employees across 45 states, Puerto Rico, and London. The company opened its first Colorado branch in Denver in 1978 and established its Denver service center in 1991.

In 2017, Colorado is slated to become the company's largest employment center. Charles Schwab's Chief Executive Officer, Walt Bettinger, noted that, "People are attracted to the quality of life in Denver." The growth of the Colorado workforce has been attributed to the development of a build-to-suit three building campus in Lone Tree, Colorado. The capital investment affiliated with the project is estimated to be \$230 million. At the time of the announcement for the expansion, Governor Hickenlooper noted, "Charles Schwab's renewed commitment to Colorado is a testament to our business-friendly climate and our ability to attract and retain important employers."

Beside geography, Sherri Kroonenberg, Senior Vice President of Schwab Investor Services, said Schwab noted the educated local workforce as another driver for expanding the company's presence in Colorado: "When we take a look at some of our key considerations, one of them was the talent pool that does exist here. We look forward to a long-lasting relationship with the people of this state."



#### *CASE STUDY - A COLORADO COMPANY: DIGITAL GLOBE*

DigitalGlobe is a commercial provider of space imagery and geospatial content, and is headquartered in Westminster, Colorado. The company was founded in 1992 and currently employs approximately 2,000 people, with nearly half of the workforce located in Colorado.

The company is a major asset to Colorado's space economy and is continually deploying innovative technologies being utilized in both space operations, as well as in the context of geopolitical conflict mapping and disaster relief efforts globally.





#### *CASE STUDY - A COLORADO COMPANY: GOOGLE*

Google became prominent in Colorado with the 2006 acquisition of @Last Software, a company founded in Boulder, in 1999. Today, Google continues to grow and diversify its work locally, concentrating on three product lines: Boulder Geo, Boulder Drive, and Boulder Payments.

Local site executives comment publicly that Boulder's high quality of life, desirable lifestyle amenities, and the University of Colorado at Boulder, give Google a competitive advantage in recruiting and retaining engineers and executives compared to many other locations.

As of late 2017, Google is finalizing construction of a \$100 million campus that will be home to 1,500 employees in Boulder. The employees will be spread amongst a trio of four-story buildings, each measuring 110,000 square feet. This major development will elevate Boulder as one of Google's top 10 offices nationwide.

Noted in the Denver Post on December 4, 2014:

"We currently have 300-plus employees at Google Boulder, and what we want is the ability to grow in the future," said Scott Green, director of Google's Boulder operations. "Historically, we've grown at a fairly rapid clip. We've had great success at attracting good talent in Boulder, and we don't want the space to be a constraint."

Google is developing a deep relationship with the Boulder community, as the company has invested nearly \$42 million in construction and permanent mortgage capital through Colorado's tax-exempt bonds. These moneys will ultimately finance the development and modernization of up to 200 housing units as part of the city's affordable housing goals.

## **Hitachi Data Systems**

#### *CASE STUDY - A COLORADO COMPANY: HITACHI DATA SYSTEMS*

Hitachi Data Systems is a global IT company that provides midrange and high-end enterprise storage systems, software and services, selling through direct and indirect channels in more than 170 countries and regions. It is a wholly-owned subsidiary of Japanese electronics giant Hitachi, Ltd. with its corporate headquarters in Santa Clara, California.

In October 2012, the company announced it would open a new office in the Meridian Corporate Center in Douglas County. This new location was designed to accommodate the tremendous growth the company was experiencing at the time. Locations in Silicon Valley were also considered for the company's expansion, but Colorado won the project.

When asked about the company's decision to grow in Metro Denver region, Randy DeMont, Executive Vice President and General Manager of the firm, said, "We wanted an area that matches our values – pioneering spirit, honesty, integrity, work-life balance, and social responsibility."

“In selecting the new location for our Colorado office, we weighed many critical factors and found the Denver area to best match our business goals and values. We look forward to the expansion and becoming a valued contributor to our shared community,” said DeMont.

Talent was another crucial component in the decision to expand in Colorado. “The governor and his staff helped us understand our ability to attract the best and the brightest right here on the Front Range,” DeMont said.



#### *CASE STUDY - VISTA EQUITY PARTNERS LANDS IN COLORADO*

Colorado has begun to attract attention from the capital venture and equity communities situated in the Coastal Areas in the U.S. As Colorado builds its density in attracting more equity-funded startups and fast-growing companies, the region gains a further comparative advantage in economies of scale – attracting more talent, innovation, and opportunity – fueling a virtuous cycle and bolstering our entrepreneurial community.

Vista Equity Partners, an investment firm based in San Francisco, California specializes solely in enterprise software, data, and technology companies. Within the last few years, two Vista portfolio companies (Marketo, Vertafore) have expanded into Denver. One of the two relocations consisted of the recruitment of a headquarters location from the Seattle area to Denver. See below for details.



#### *MARKETO*

Founded in 2006, Marketo is a Vista Equity Partners portfolio company headquartered in San Mateo, California. The firm sells software to manage clients' marketing campaigns on a SaaS platform. In early 2017, company leadership approached the Colorado Office of Economic Development and International Trade (OEDIT) to explore the option of expanding into the Rocky Mountain Region. Colorado was competing against Dallas, Portland, and Atlanta for this competitive opportunity. The expansion was part of a larger intention to further the scope of its pre-existing centers of excellence and to have better access to other clients outside of California. Company leadership noted talent availability, cost of operations, and access to talent as the main drivers for the final location.

Marketo's leadership ended up choosing Denver to build an office, and is projecting the location to grow to nearly 1,000 employees over the next several years. In the Fall of 2017, the company leased 50,000 square feet in Lower Downtown Denver.

The company's spokesperson noted that the downtown location was one the most attractive characteristics of the current location. Teresa Grau, Vice President of Human Resources for the company, noted “We've got the train nearby, we've got hotels, and you get the whole panoramic view of Denver...It's going to attract the talent that we want to work here.”



#### *VERTAFORE*

Vertafore provides management, workflow, and data software solutions for the insurance industry. Nearly 30,000 US-based insurance agencies use the company's software, and Vertafore has over 1,000 employees to date. The company was established and headquartered just outside of Seattle, Washington.

When Vertafore first approached the Office of Economic Development and International Trade (OEDIT) to analyze the economy and viability of the local workforce and culture to accommodate an expansion, the Colorado team was eager to work with leadership. In partnership with the Denver Office of Economic Development, OEDIT provided the company with data on our workforce, and exhibited the region's availability to offer a low-cost business environment.

In early 2017, Vertafore decided to expand in Denver rather than in North Carolina, Arizona, or Utah. After locating in the area and acclimating to the culture, learning more about the talent pool, and adjusting to the Colorado lifestyle, the Chief Executive Officer, Amy Zupon, announced the company would be relocating its entire global headquarters to Denver. Zupon said, "We are beyond excited to announce our new Denver headquarters and are eager to leverage our centers of excellence to provide Vertafore customers with the tools that they need to grow their business."

Zupon adds, "Denver has so many things going for it – an existing top-level talent pool, a burgeoning tech scene, and an overall environment conducive to helping us grow both our business, and the business of our customers. It very quickly became the obvious choice once we started looking at locations for our customer-centric centers of excellence strategy."

## INCENTIVES

Colorado is a performance-based incentive state focused on net new job creation that provides Coloradans and those relocating to Colorado with sustainable opportunities. Our initial incentive calculations are reflective of Amazon HQ2's projected investments in Colorado. These programs are leveraged in conjunction with county and local incentives. The amounts are subject to adjustment as the project moves forward.

INCENTIVE	DESCRIPTION	YEARS & JOB GROWTH	POTENTIAL VALUE OF INCENTIVES
Job Growth Incentive Tax Credit	JGITC provides an 8-year performance-based state corporate income tax credit to businesses undertaking job creation projects		
Strategic Fund	The Strategic Fund cash grant*		
Colorado First Customized Job Training Incentive	\$1,200 cash grant for customized, technical, training for new employees as identified by the company**		
Colorado Enterprise Zone Program (EZ)	EZ encourages job creation and capital investment in economically distressed areas by providing tax credits to businesses to promote and encourage economic development activities	EZ Credits may be used as the company creates jobs, acquires capital equipment, conducts training and research and development, and more.	Dependent on Company's Final Location

### *JOB GROWTH INCENTIVE TAX CREDIT*

The Job Growth Incentive Tax Credit provides a state income tax credit to businesses undertaking job creation projects that would not occur in Colorado without this program. Businesses must meet certain requirements under the Economic Development Commission's (EDC) Job Growth Incentive Tax Credit Program.

A business may receive funding if it proposes to create net new jobs in Colorado which are maintained for at least one year. The program may operate as a pass-through tax credit and has a 10-year carry-forward.

A business must also meet the requirements below:

- Inter-state competitive factor
- Company must create a minimum of 20 net new full-time jobs over an 8-year period
- The average annual wage of the job creation project must be at least 100% of the county average annual wage where the company locates

### *\*STRATEGIC FUND*

The Strategic Fund cash grant is allocated to extraordinary business development projects characterized by outsized economic impact. The deployment schedule of Strategic Fund grant dollars will be determined after Economic Development Commission approval. Deployment will be based on a pre-negotiated and agreed-upon series of co-investment collaborations between the company and the State of Colorado around community-focused investments around infrastructure, workforce development, and other factors.



### ***\*\*COLORADO FIRST CUSTOMIZED JOB TRAINING INCENTIVE***

The Colorado First Customized Job Training Grant Program provides companies relocating or expanding in Colorado with job training grants. These job training grants support customized and technical job skills that improve company competitiveness, employee efficiency and development, and provide resume-building, transferable jobs skills for Coloradans.

The program provides up to \$1,200 per employee in training that can be provided by one of Colorado's community colleges, a provider of the company's choosing, or an in-house trainer. The program is highly flexible to meet the needs of innovative, growth-oriented companies in Colorado.

OEDIT has lifted the normal program maximum per company to \$750,000 per year. The company must still apply via normal application processes and meet the statutory requirements of this performance-based program. Awards are subject to funding availability.

### ***COLORADO ENTERPRISE ZONE PROGRAM***

The Colorado Enterprise Zone (EZ) Program was created by the Colorado Legislature to promote a business-friendly environment in economically distressed areas by offering state income tax credits that incentivize businesses to establish in those locations.

### ***COLORADO IN-STATE TUITION BENEFIT***

House Bill 07-1256 provides the Office of Economic Development and International Trade with the ability to grant immediate in-state tuition rate benefits to employees and their direct dependents that relocate to Colorado as a result of receiving an economic development incentive from the state or a local government. Should your company take advantage of any state or local incentive listed in this proposal, OEDIT will work with the company's employees to ensure a streamlined usage of this substantial benefit.

### ***LOCAL INCENTIVES***

In addition to the state's performance-based incentives, each community under consideration has developed a custom incentive package to support job creation, capital investment, real estate development and construction, job training, planning and permitting, and other economic activities to support the build-out of Amazon HQ2.

### ***NOTICE***

The state incentives listed on page 48 and \_\_\_\_\_ are calculations based off the available information provided in the Amazon HQ2 RFP. Utilization of the available state and local incentives require further engagement with Amazon to calculate potential future performance, year-over-year projected growth, and investment within a community or communities. The State of Colorado and all responding communities will work diligently to execute any and all economic development incentives and programs to benefit the growth of Amazon HQ2. Colorado is a performance-based incentive state and does not operate claw-backs.

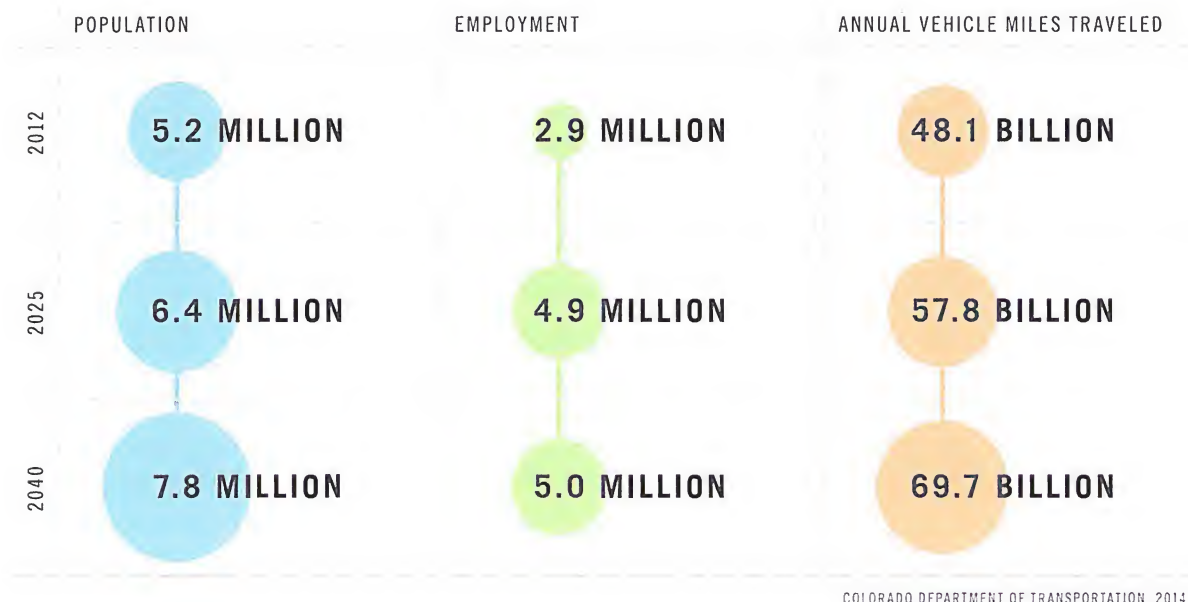
## TRANSPORTATION, CONNECTIVITY & ENERGY

Metro Denver proudly boasts a long history of innovative thinking, especially when it comes to mobility and economic vitality. We have seen incredible leaps in progress and economic vitality when we have invested in our transportation system.

In the late 1800s, a group of businessmen formed the Denver Chamber of Commerce with the express purpose to raise the funds necessary to ensure the railroad came to Colorado. This entrepreneurial mindset forever changed the landscape of Denver. More recently, Metro Denver civic leaders and voters embarked on two leaps of commitment and ingenuity. The first was replacing our aging, outdated Stapleton International Airport. Denver International Airport, which cost \$5 billion to build, is considered to be the front door to Denver with a \$26 billion-plus annual economic impact. The second was the voter-approved, multi-billion dollar FasTracks program in 2004: the metro-wide light rail, commuter rail and bus rapid transit system that is reshaping our transportation landscape and changing how we choose to travel.

Metro Denver continues to make new and bold transportation investments in our region improving the quality of life for its residents and the bottom line for its businesses. Our forward thinking installation of more than two million linear feet of modern fiber optics in Denver connects businesses to the global economy. Transportation investments draw greater value out of the region with the addition of Express Lands, Bus Rapid Transit, and commuter bicycle routes on the US 36 corridor between downtown Denver and Boulder. Planning ahead, we are preparing our workforce corridors to embrace new technologies like autonomous and connected vehicles, mobility platforms, smart city-development, additional Express Lands, and a continued build-out of FasTracks.

In the last 20 years, Colorado's population was one of the fastest growing in the country, growing by 50%. By 2040, it will grow another 47%. Colorado's transportation investments have sought not just to keep traffic moving, but to expand how people move.





### *DEN (DENVER INTERNATIONAL AIRPORT)*

Today, DEN is the sixth busiest airport in the nation. Currently celebrating its 20th year, DEN is within four hours' flying time of every North American city with a population of at least 1 million, and offers nonstop service to 180 domestic and international destinations. International carriers connecting here include Aeromexico, Alitalia, Air Canada, Air France, British Airways, KLM Royal Dutch Airlines, Icelandair, Norwegian Air, Lufthansa, Virgin Atlantic Airways, and Volaris.

On its 53-square-mile campus in northeast Denver, DEN has six runways and 157 gates (including those in regional jet facilities) serving 16 commercial carriers. From DEN, Amazon has nonstop access to international destinations such as Japan, Canada, Mexico, Panama, Iceland, the United Kingdom, France, Germany, and Switzerland.

In 2016, the Westin Hotel opened at DEN, an additional \$600 million investment in one of the world's most traveled airports – one that serviced 58.3 million passengers in 2016, up nearly 8 percent over 2015.

The airport also has plans for further development and air travel, adding to the massive economic engine that is DEN with plans to add 26 gates to its concourses in the next few years as well as a \$1 billion reimagining of its Great Hall. Add in extensive plans for its surrounding Aerotropolis development and the potential for growth and innovation is extensive.

### *TRANSIT*

The Denver Regional Transportation District (RTD) provides award-winning transit services throughout the metropolitan area. RTD provides for the transportation needs of over 2.8 million people located within 2,400 square miles in eight counties including all of Boulder, Broomfield, Denver and Jefferson counties, parts of Adams, Arapahoe and Douglas Counties, and a small portion of Weld County. Services include bus, rail, shuttles, ADA paratransit services, demand-responsive services like Call-n-Ride, special event services, vanpools, and many more. With more than 170 bus routes, nine rail lines, and many specialty services, RTD makes it easy to get around town.

The percentage of destinations served by high-frequency transit has increased from 24% in 2008 to 30% in 2014. The connection of many high-frequency routes to Denver Union Station has helped increase regional connections to major destinations.

FasTracks is RTD's \$7.4 billion plan for the design and construction of high-quality transit facilities throughout the metro region. When completed, FasTracks will add 122 miles of new light and commuter rail, 18 miles of bus rapid transit service, and more than 21,000 new parking spaces at rail and bus stations. FasTracks will also redirect regular bus service to better connect outlying communities and will add 57 new transit stations. Since 2004, RTD has completed the W Line, the Free MetroRide and Union Station, the Flatiron Flyer Bus Rapid Transit service, the B Line to Westminster, the R Line through Aurora, and the University of Colorado A Line rail service between Union Station and Denver International Airport. Through the FasTracks program, RTD is building more rail, improved bus service, more parking, and improved roadways and bridges for people on the go. The University of Colorado A Line is 23 miles of rail that is making local and international travel easier than ever. The new line, which opened on April 22, 2016, provides easy, affordable and reliable connections between downtown Denver, Denver International Airport, and the many communities along I-70 with connections at Union Station

to the C, E and W light rail lines, the B Line commuter rail line to Westminster and local and regional buses. The A Line provides 158 trips per day from 3:15 am to 2:00 am.

Additional expansions of the region's rail network include the G Line to Wheat Ridge, the N Line from Union Station to Thornton, the Central Rail Line extension from downtown Denver north to the University of Colorado A Line, Southwest Rail Line Extension to Highlands Ranch, Southeast Rail Line extension to Lone Tree and the B Line extension from Westminster to Boulder and Longmont.

In 2015, CDOT launched Bustang, new commuter transit service between Colorado Springs, Fort Collins, Glenwood Springs, and Denver. With ridership doubling not once but twice in the last year, CDOT recently expanded service to include weekends on all routes.

## HIGHWAYS

Denver is connected to the rest of country via I-25 (north-south), I-70 (east-west), and I-76 (east-west). These interstates, along with other major highway corridors including I-225, I-270, US 36, US 85, US 6, US 285, C-470 and E-470 efficiently connect downtown industrial corridors, the Denver Tech Center, DEN, surrounding business districts, and a wealth of exciting mixed-use infill projects. In Metro Denver, we have also invested in our roadways, especially with a thought to how people move including:

- The \$1.6 billion T-REX Project widened major interstates to as much as 7 lanes wide in each direction and added 19 miles (31 km) of double-track light rail throughout the metropolitan area (40 miles total). It's considered by some to be one of the most successful transportation upgrade projects in the U.S.
- CDOT's \$487 million project along US 36 reconstructed the roadway from Federal Boulevard to Table Mesa Drive in Boulder, providing an express lane in each direction in addition to free, regular lanes. The project included a commuter bikeway, Bus Rapid Transit improvements and Intelligent Transportation Systems for tolling, transit, traveler information and incident management. The US 36 Express Lanes project has created reliable travel times and a safer drive and was recently selected the best transportation project using technology and innovation in America.
- CDOT's \$98 million project along US 6 and I-25 replaced six obsolete bridges, improving travel times and safety, also winning national awards.
- CDOT's \$72 million I-70 Mountain Express Lane project, another national award-winning project, reduced congestion and travel along I-70 between Empire and Idaho Springs by converting the eastbound shoulder into an Express Lane during peak periods only. This improved travel times in Colorado's mountain playground by up to 50%.
- Adding to its Express Lane network, which increases choice in how people travel whether by bus, carpool or by paying a toll was the \$72 million extension of the North I-25 Express Lanes.
- Investments such as these have moved Metro Denver down the list when it comes to the most congested metro areas in the country.

### BY THE NUMBERS

200,000 AVERAGE DAILY TRAFFIC  
ON I-25 IN DENVER TECH CENTER

100,000 AVERAGE DAILY TRAFFIC ON C470

200,000 AVERAGE DAILY TRAFFIC  
ON CENTRAL 70

175,000 AVERAGE DAILY TRAFFIC  
ON NORTH I-25

43,110 AVERAGE DAILY RIDERSHIP  
I-25/255 LIGHT RAIL (E, F, H)

121,600 TOTAL  
DAILY RAIL RIDERSHIP

As Colorado's population and thriving economy continue to grow over the next 20 years, we are committed to keeping people moving, as well as harnessing technology and innovation to help improve the safety and mobility of the traveling public. North, south, east and west, CDOT is investing nearly \$2 billion in mobility in the metro area in the next six years.

- The \$1.2 billion Central 70 improvements will be CDOT's largest transportation project in history. It will add one Express Lane in each direction from I-25 to Pena Boulevard, improving mobility across the metro area and enhance access to DEN by reducing travel time through the corridor by one-third to one-half in 2035. Travelers choosing to use the Express Lane will be guaranteed a congestion-free trip, and travel in the free, general purpose lanes will be up to 30 minutes faster than the no-action condition. By 2035, population in the corridor served by I-70 east of Denver is expected to grow by 42% and employment is expected to increase by 58%. More than 1,200 businesses are located in the corridor today.
- The \$97.5 million extension of North I-25 Express Lanes from 120th Avenue to E470/Northwest Parkway, as well as the upcoming \$240 million extension of Express Lanes from Fort Collins to Johnstown will connect North I-25 and improve mobility for the nearly 200,000 (and growing) drivers who drive that corridor every day. Expectations are that travel times will be improved by up to 20%.
- The \$276 million improvements to add the C-470 Express Lanes will better connect the residents to Denver's south metro region. When the project is completed and motorists adjust to the new C-470 Express Lanes options, travel time savings of up to 18 minutes is projected for those using the Express Lanes on a westbound C-470 trip from I-25 to Wadsworth during peak evening commute hours.
- To the south, plans are in the works to address a bottleneck on I-25 by adding a third lane in each direction from south Denver to Colorado Springs. This \$500 million project could begin as early as 2019.
- To the west, connections to Colorado's high country and quality of life is also on the radar as CDOT is preparing to add Express Lanes in the westbound direction, looking to improve mobility to and from Colorado's playground.

Investment in infrastructure isn't the only way we keep moving in the future, as the RoadX program is designed to harness technology and innovation to advance our quality of life and our economy. Colorado is on the leading edge of deploying technology to address these transportation needs:

- CDOT, through RoadX, has been selected as one of 10 global finalists to build Hyperloop One, magnetic levitation technology that can propel passenger or cargo pods up to 700 mph. We will be beginning the next phase of exploring the feasibility study that examines transportation demand, economic benefits, proposed routes and potential strategies, regulatory environments and alignment with overall CDOT high-speed travel, rail and freight plans.
- CDOT and Panasonic launched a partnership to build the world's first commercial-grade connected transportation program in which real-time data will be shared across vehicles, infrastructure, and people to improve safety and mobility on the road – the Connected Vehicle Ecosystem Deployment Program.
- OTTO/Uber Trucking – we partnered with OTTO to complete the world's first commercial delivery by a self-driving truck.



- We deployed the world's first Autonomous Impact Protection Vehicle to protect work zones from distracted drivers.
- On I-70 through the Colorado Rockies, one of the most geographically challenging corridors in the nation, we have partnered with HERE to pursue cellular connected vehicle technology to provide drivers with access to the most real-time data possible to help them make better informed decisions while traveling.
- Colorado will make significant software and traffic sensor upgrades to the aging traffic management and ramp metering systems on I-25. This hyper-smart system, which will make its North American debut in Colorado, will help to better manage the flow of vehicles, which could have the result of effectively adding a new lane's worth of capacity at a fraction of the cost.
- CDOT has partnered with the Colorado Innovation Network's (COIN) Imagine Colorado program to launch the RoadX Bicycle and Pedestrian Challenge. CDOT will award up to \$500,000 to actionable, technology concepts to improve bicycle and pedestrian safety.

### *BICYCLE AND PEDESTRIAN CONNECTIONS*

The Denver metropolitan area is a leader in developing a safe, convenient and connected bicycle and pedestrian network. In 2015, Colorado was rated the third highest in the country for commuter bicycling, and more recent investments in bicycle infrastructure are expected to keep Colorado among the most bicycle friendly states in the country.

The region is fortunate to have a nice climate, over 1,100 miles of high-quality multi-use trails, an extensive sidewalk system along most neighborhood and major city streets, and nearly 700 miles of designated on-street bicycle facilities. Even more facilities are envisioned by communities throughout the region to serve existing users, encourage new users, enhance safety, improve connections to transit services, and respond to expected growth and development in the region.

Bicycle facilities are a form of cycling infrastructure consisting of on-street bicycle routes and lanes, protected bike lanes, and off-street trails designated for use by cyclists. The region has also invested in bicycle share stations (B-cycle) and transit park & ride locations in an effort to help riders in their route planning.

### *ENERGY AND SUSTAINABILITY*

Xcel Energy is committed to assist the State of Colorado in providing the most advantageous proposal for Amazon HQ2. We offer an extensive portfolio of service offerings and products that meet and exceed the needs of the RFP. We are a national utility and the largest utility provider in Colorado providing fully integrated electric power generation, transmission and distribution services as well as utility transmission and distribution of natural gas. Our innovations in renewable energy, district energy, and precision planning and development of infrastructure enable us to continue to deliver energy at a price point in the lowest third of national rates. Our approach to service combines our commitment to renewable energy, competitive power pricing, and energy efficiency programs to provide unique value in meeting the needs of modern businesses.

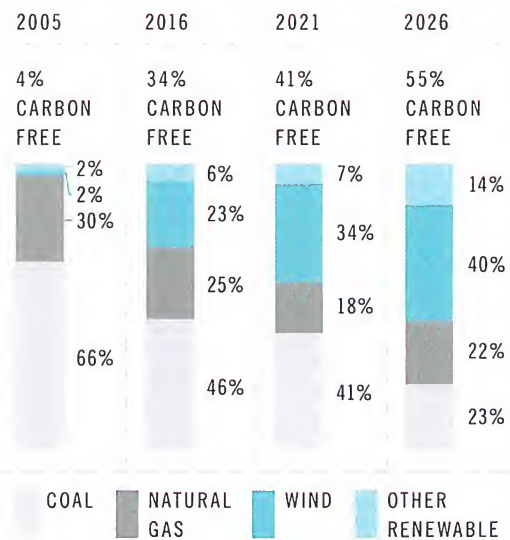
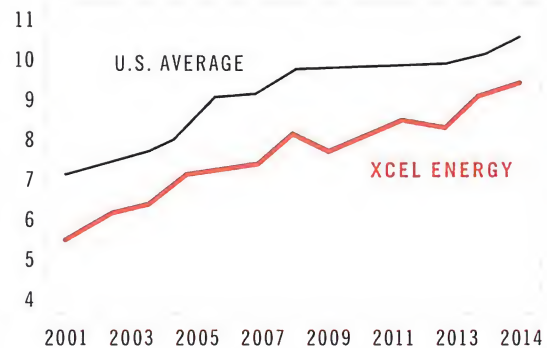
Xcel Energy serves a complex portfolio of customers ranging from international airports, military operations, national research laboratories, colleges and universities, professional sports arenas and stadiums, to high-rises and offices, industrial manufacturing, and residential users. With over 120 years of service in Colorado, we have long supported business and our communities, while continuously innovating our products and services to meet our customers' needs.

Xcel Energy offers customized energy solutions that enable 100% renewable energy services. Our service ideology is a comprehensive approach to help customers reach their individual sustainability and energy goals. Today, we provide 29% renewable energy to our Colorado customers simply by plugging in, and we are working to increase our renewable energy portfolio to 55% by 2026. More than 84,000 customers participate in our renewable energy programs, and as a result, we have reduced carbon emissions in Colorado by 34% between 2005 and 2016. We are projected to reduce carbon emissions by 45% by 2021, as we work toward a reduction target of 60% by 2026 under the Colorado Energy Plan.

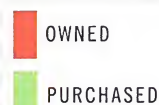
As the nation's #1 utility wind provider for more than a decade, Xcel Energy offers renewable energy at a price point that is extremely competitive. We have invested over \$5 billion in wind generation projects through partnerships with Independent Power Producers (IPPs). We have 2,566 MW of wind energy currently in Colorado through these investments. In 2016, we will complete the development of our \$1.1 billion Rush Creek Wind Project, increasing the investment that we and our partners have made in Colorado wind energy to a total of \$6.1 billion. This major project adds an additional 600 MW of wind energy to our portfolio in Colorado, growing our wind generation to 3,166 MW.

Since 2006, Xcel Energy has distributed over \$433 million in incentives for customer-sited solar and community solar projects that are provided through our Solar Rewards and Solar Rewards Community programs. As a result, these programs provided nearly 320 megawatts of solar generation in Colorado at the end of 2016. Between 2017 and 2019, we are adding another 342 MW to our solar programs in Colorado. Additionally, we have invested in partnerships with IPPs totaling more than \$850 million in solar facilities. Thanks to these investments, we provide 256 MW of large scale projects on our system in Colorado. These successes are direct examples of our ability to serve Amazon HQ2 in Colorado in a manner that will meet or exceed Amazon's sustainability and energy goals.

## ENERGY SOLUTIONS



### COLORADO WIND



### COLORADO SOLAR



***Energy Efficiency:***

Xcel Energy provides incentives and services to enable our customers to reach the highest standards of energy efficiency. We offer more than 150 energy efficiency and rebate programs that annually save a terawatt-hour of electricity. Since 2009, we have paid over \$380 billion in incentives for electric and gas efficiency measures in Colorado. We initiate these opportunities through a dedicated team of account management and energy efficiency specialists that are assigned to our customers. We start working with customers in the design phase of a project and identify building practices, materials, and equipment that will reduce the customer's energy consumption. The relationship we develop and maintain also enables us to continue to work with our customers to constantly bring more improvements and efficiencies.

***District Energy:***

Xcel Energy provides steam service in the downtown Denver area via the most senior continually operated commercial district steam service in the world and provides district cooling service through an efficient district chilled water system in Colorado. With over a century of experience in district energy management, we are ready and capable to advance district energy options with Amazon HQ2.

***Innovative Technology:***

Xcel Energy is constantly advancing opportunities to innovate the utility services we offer. Our innovative technology programs and partnerships with the National Renewable Energy Laboratory, Panasonic USA, and the City and County of Denver are yielding advancements in battery storage, customer energy management systems, net zero communities, smart city and smart street initiatives, as well as greater flexibility in energy management through time of use rate options. We are pioneering energy solutions through our Innovative Clean Technologies Program, which has enabled \$16 million of investment in new ideas, programs and projects in Colorado. For example, we are a founding member of the Solar Technology Acceleration Center (SolarTAC), a consortium of several solar developers focused on commercial solar technologies. These advancements clearly set us ahead of other utilities nationally and provide inventive energy offerings for customers. We have the capacity, technology, and innovative spirit to work beyond the everyday with Amazon to develop a marquee headquarters in Colorado.

***Reliability:***

Today's businesses demand energy services that meet their sustainability goals. Xcel Energy understands that meeting these goals with our customers is paramount to our customer's success. Our reliability record is exemplary at 99.9%. Reliability is essential to commerce, and our commitment is to constantly improve on our reliability to keep business healthy and growing.

Xcel Energy is positioned to enable Amazon to meet and exceed its energy and sustainability goals in Colorado. As the leader in wind energy, innovator of technologies, flagship operator of district energy systems, and steward of energy efficiency and sustainability programming, we are eager to work with Amazon to deliver a comprehensive energy service for their new headquarters.

*WE WELCOME THE OPPORTUNITY TO WORK WITH YOU AND THE STATE OF COLORADO TO SERVE AMAZON HQ2 IN COLORADO.*



10. ~~Amazon.com, Inc. (Amazon)~~

## POLITICAL CLIMATE

Governor Hickenlooper has worked to build a relentlessly pro-business environment throughout the State of Colorado over the past several years. As a purple state, Colorado is known for its balanced and inclusive political system. As demonstrated by the state's pro-business policies enumerated below, leadership throughout the state is holistically focused on an aligned and cooperative strategy to build sustainable opportunities for all Coloradans as both employees and business owners.

Due to Colorado's competitive business tax structure that rewards investment and innovation, there is relative ease in conducting business here. With very low taxes at the state level, and a wide range of local tax structures, Colorado offers almost unlimited choices to meet the needs of all types of businesses. Colorado's tax climate has among the lowest income tax rates of any state with a corporate income tax (4.63%), and one of the lowest sales tax of states that assess a state sales tax (2.9%).

The State Legislature's actions provide clarity on the state's progressive, business-focused policymaking. See below for several pieces of legislation key to economic development passed in the 2017 session:

- SB 267 pulled the hospital provider fee out of the TABOR revenue cap and turned the fee into an enterprise fund, reducing the cap by about \$200 million. Also included in the bill is an addition \$1.88 billion over 20 years for transportation and \$20 million in tax credits in 2019-2020 for companies to offset their business personal property tax.
- HB 1158 grants tax breaks to companies investing heavily in capital-intensive data center equipment.
- SB 17-280 to extend to 2025 the Colorado Economic Development Commission, which was created to promote economic development through various programs and approval of company and project incentives. The bill also provides the EDC's Strategic Fund an \$5 million annual allotment.

Colorado's leaders have deliberately crafted a diversified and enriched economy built on vibrant, progressive ideals being applied to legacy industries to take advantage of our state's numerous competitive advantages across sectors. For example, the state has an 'all of the above' energy strategy to promote the development of a diverse mix of energy resources including solar, wind, biofuels, natural gas, and oil and coal. This mindset allows all Coloradans to thrive while encouraging technological innovations in all business sectors to elevate the state's economy as a whole.

## PROJECT TEAM

Through a Governor-appointed relocation management team, and with industry, academic, and local partnerships, the State of Colorado will work to assist Amazon in developing efficient and effective communication throughout the relocation process in order to assist transferred employees. Our goal is to exceed Amazon's expectations through strategic planning, coordination, and execution of HQ2's integration into the State of Colorado.

That team includes the following leaders:

ORGANIZATION	NAME	TITLE	CONTACT
State of Colorado	John Hickenlooper	Governor	
Colorado Office of Economic Development & International Trade	Stephanie Copeland	Executive Director	
Colorado Office of Economic Development & International Trade	Michelle Hadwiger	Deputy Director	303.525.2239 michelle.hadwiger@state.co.us
Metro Denver Economic Development Corporation	J.J. Ament	Chief Executive Officer	720.936.3851 jj.ament@metrodenver.org
Metro Denver Economic Development Corporation	Sam Bailey	Vice President	773.255.7227 sam.bailey@metrodenver.org

This team of government and economic development professionals are responsible for the full integration of Amazon HQ2.

The Governor's Cabinet representing multiple state agencies relevant to Amazon's expansion operate differently than traditional bureaucratic organizations. Cabinet members don't run departments, but rather business units. They drive these teams against strong key performance indicators that show results and year-over-year performance. This performance is also driven under democrats, republicans, and independents. To balance perspective for Colorado's diverse customers, the Governors Cabinet reflects the unique political perspectives of the very customers it services.

As a team, we focus on these core objectives:

1. Committed leadership from the Governor and an effective, fully-dedicated project management team
2. Talent
  - a. Relocations: The State of Colorado will provide immediate support services and access to community partnerships for current employees who elect to move to Colorado. These tools will result in more convenient and efficient integration at the local, regional, state, and federal level. (Temporary executive housing support, logistical relocation support, family and spousal support, etc.)
  - b. Local Recruitment: The State of Colorado and its partners will connect Amazon to all aspects of Colorado's recruiting and retention capacity, resulting in a global pipeline of talent at all levels for HQ2.

### 3. Culture

- a. Strategic Growth: Should HQ2 come to Colorado, current leadership at the State will build a private-public partnership with Amazon with the objective of enabling the company to succeed as best as possible here.
- b. Business Environment/Quality of Life: The State will partner with the company to ensure that Colorado upholds its commitment to be relentlessly pro-business with the highest ethical and environmental standards. (Fast permitting, introductions to local executive teams, introductions to industry partners, etc.)

### 4. Operating Costs

- a. Business Operation Costs: The State and its partners will provide an actionable master plan which minimizes company expenses to the greatest extent possible and maximizes the company's ability to drive strategic revenue growth locally and globally.

### *FUTURE PUBLIC STATE AND REGIONAL SUPPORT FOR HQ2*

As HQ2 will be a monumental opportunity for the State of Colorado, the Governor will play a central role in designating a project management team responsible for executing a Corporate Relocation Master Plan to provide a fully-functional concierge service.

Institutional support at each state agency mentioned below will be provided to Amazon in its establishment of HQ2:

- Colorado Office of Economic Development and International Trade
- Department of Regulatory Agencies
- Department of Revenue
- Colorado Department of Transportation
- Department of Local Affairs
- Department of Labor and Employment
- Office of Information Technology
- Colorado Department of Higher Education
- Colorado Department of Public Health and the Environment

Local and regional support will also be galvanized to support the project at the municipal level.

Amazon can expect assistance from the organizations and individuals named below:

- Mayors - city of chosen municipality/municipalities for HQ2
- City Council Members
- County Commissioners
- Metro Denver Economic Development Corporation

## LETTERS OF SUPPORT

### Congress of the United States

Washington, DC 20515

October 4, 2017

Mr. Jeff Bezos  
Chief Executive Officer  
Amazon  
410 Terry Ave North  
Seattle, Washington 98109

Dear Mr. Bezos,

As members of the Colorado Congressional delegation, we write to express our support for Colorado as a candidate for the proposed Amazon HQ2. Colorado offers a highly skilled workforce and a demonstrated commitment to providing the environment and lifestyle that businesses and their workers need to thrive.

Colorado continues to attract and retain a world-class workforce through outstanding outdoor recreation opportunities, a strong education system, dynamic employers, and a moderate cost of living. Employers recognize the potential of this workforce and in recent years many companies, from small hi-tech startups to Fortune 500 firms, have chosen to locate or expand their presence in Colorado.

Over the years, Colorado has made consistent and significant investments that have helped the state become a world-class place to live and do business. We have established robust transportation connections to the rest of the country and the world, and Denver International Airport is currently expanding its capacity. Responsible stewardship of our public lands, development of diverse energy sources, and responsible fiscal management keep Colorado on the forefront of innovation and competition.

Local, state, and federal policy makers are committed to continuing the policies that have allowed our state to thrive, and we look for you to be a partner in that endeavor. This commitment transcends partisanship. As a Congressional delegation we have routinely come together on a bipartisan basis to support the efforts of the state at the federal level. As you consider placing your facilities in various Colorado communities, we encourage you to work with our state and local officials on innovative solutions that strengthen our infrastructure systems, ensure a wide variety of housing options, and protect our quality of life.

We are encouraged that Amazon has already recognized the advantages of Colorado by expanding existing operations in our state. We respectfully request you give Colorado all due consideration as you continue your determination on the location of Amazon HQ2.

Sincerely,



September 25, 2017

Dear Amazon HQ2 decision makers,

We enthusiastically encourage you to choose the Colorado Front Range area as the location for your new HQ2. Together we represent Front Range computer science departments. Collectively we are: a) graduating a significant number of prepared Bachelors, Masters, and PhD students; b) conducting both fundamental and applied computer science research which not only advances the state of computing but also feeds the thriving Colorado innovation culture; and c) actively working on outreach and pedagogy efforts focused on broadening computing participation to create a more diverse workforce. The Front Range also has a thriving community college system that serves as another source of employees as well as “feeders” to many of our programs. Should you choose to locate in the Front Range we all would welcome collaborating with you on research, placing our graduates in internships and jobs, broadening diversity interventions, and innovative curriculum efforts.

Sincerely,



University of Colorado  
Denver

Dr. Gita Alaghband, Professor and Chair, Department of Computer Science,  
University of Colorado Denver, [Gita.Alaghband@ucdenver.edu](mailto:Gita.Alaghband@ucdenver.edu)



Dr. Richard Blumenthal, Professor and Chair, Computer Science Department,  
Regis University, [rblument@regis.edu](mailto:rblument@regis.edu)



Dr. Tracy Camp, Professor and Head, Department of Computer Science,  
Colorado School of Mines, [tcamp@mines.edu](mailto:tcamp@mines.edu)



Dr. Stefan Erickson, Chair Mathematics and Computer Science, Colorado  
College, [stefan.erickson@coloradocollege.edu](mailto:stefan.erickson@coloradocollege.edu)



University of Colorado  
Boulder

Dr. Elizabeth Jessup, Professor and Chair, Department of Computer Science,  
University of Colorado Boulder, [elizabeth.jessup@colorado.edu](mailto:elizabeth.jessup@colorado.edu)



University of Colorado  
Colorado Springs

Dr. Jugal Kalita, Professor and Chair, Department of Computer Science,  
University of Colorado Colorado Springs, [jkalita@uccs.edu](mailto:jkalita@uccs.edu)



UNIVERSITY of  
DENVER

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Dr. Lindsay Packer, Professor and Chair, Department of Mathematical &  
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Dr. Darrell Whitley, Professor and Chair, Department of Computer Science,  
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**COLORADO**

Department of  
Higher Education

1560 Broadway, Suite 1600  
Denver, CO 80202

John Hickenlooper  
Governor

Dr. Kim Hunter Reed  
Executive Director

September 25, 2017

TO: Office of Economic Development and International Trade

RE: Amazon HQ2 RFP

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Colorado offers a world-class higher education system that confers a range of credentials, from certificates to professional degrees to PhDs. We graduate approximately 58,000 students each year from the 278,000 students annually enrolled in our public and independent private colleges and universities, the majority of whom remain in Colorado because of its vibrant economy and quality of life. Minority students currently comprise 30 percent of our institutions' student population, which continues to grow on an annual basis.

These 35 Colorado institutions are innovative, customer and student focused, and agile enough to create programs addressing workforce needs. They accomplish this through strong collaboration and partnership with companies located in Colorado and across the nation. Internships and experiential learning opportunities are part of the culture across Colorado campuses. Colorado is the leading state to advance work-based learning opportunities through a statewide youth apprenticeship program and our institutions offer a number of increasingly innovative model online programs. Finally, Colorado is home to top tier research institutions that partner with industry and Colorado's 30 federal labs, which represent the highest concentration in the United States.

Colorado's Front Range provides a collaborative and innovative ecosystem that leverages investors, mentors, innovators, and entrepreneurs to engage with students, faculty, and staff across its higher education institutions. These universities and colleges serve as incubators for hundreds of startup companies - contributing to Colorado's status as one of the top startup communities for telecommunications - high-tech, natural foods, and aerospace.

Colorado's institutions create diverse, principled leaders with cultural competencies. Colorado is home to a growing Latino population. By 2050, half of the Colorado workforce will be comprised of minorities and our state is intentionally focused on erasing equity gaps and expanding opportunity for our minority residents.

Sincerely,

Kim Hunter Reed  
Executive Director



## COLORADO STATE UNIVERSITY SYSTEM

Colorado State University • Colorado State University-Pueblo • CSU-Global Campus

### Overview of the Colorado State University System

**Colorado State University:** One of the nation's top-ranked public research universities, the CSU System's flagship campus in Fort Collins includes a Colorado mountain campus; an international center in Baja Sur, Mexico; a statewide extension network delivering services to every Colorado county; an urban campus in Denver; and a central presence as an educational and research hub at the new National Western Center (under development in Denver).

**CSU-Global:** The only statutorily independent public, 100% on-line university in the nation, providing a meaningful alternative for more than 10,000 non-traditional adult learners at an affordable price, with guaranteed tuition. Committed to academic excellence, innovative and outcome-driven learning solutions, and career relevant degree programs.

**Colorado State University-Pueblo:** CSU-Pueblo is a dynamic regional campus federally designated as a Hispanic Serving Institution, with a population of degree-seeking students that is 48 percent ethnic minority (33% Latino) and where Hispanic student graduation rates exceed those of the majority population. The Pueblo campus offers both undergraduate and graduate degrees in business, education, engineering and the humanities.

#### **Alignment with Amazon Principles: Hire and Develop the Best**

##### ***We Deliver a Highly Skilled Workforce to Colorado and Provide Unmatched Lifelong Learning Opportunities***

- 1 in 25 Colorado workers is a CSU graduate – a core segment of the state's skilled workforce.
- CSU-Global focuses on workplace success through higher education for nontraditional students, embracing collaboration with industries for certificate programs, training, internships, and credit transfer processes.
- Our ASCEND program is designed to elevate organizations of all sizes and missions, with support for corporate wellness, professional development, entertainment, consulting, retreats, recruiting, networking, and more.
- All three CSU campuses focus on employee professional development, engagement, satisfaction, equity, mentorship, and incentivizing employee health and wellness.

#### **Alignment with Amazon Principles: We Insist on the Highest Standards**

The CSU System does not settle for anything less than excellence in all areas of operation.

- CSU is committed to being the best campus for military veterans and for women to work and learn.
- CSU is the most sustainable university in the country, thanks to more than a decade of focus.
- CSU-Pueblo Tim Mottet is bringing a profession-based learning model to Colorado. Profession-based learning is a set of immersive, project-based learning experiences developed through disciplinary, industry, and community collaborations that prepare students for lifelong learning in their careers and as citizens.
- In the middle of the economic downturn, CSU launched its first major fundraising campaign and an ambitious physical transformation of the campus. The result: \$1.4 billion in upgraded facilities and, since 2012, CSU has raised more private support than it receives in state funding – evidence of the CSU commitment to alumni satisfaction, academic achievement, and excellence above all.

Submitted by Dr. Tony Frank, President and Chancellor





September 22, 2017

**TO: Office of Economic Development and International Trade | Amazon HQ2 RFP**

The University of Colorado is well-positioned to be an effective education and research partner for Amazon in Colorado for innovation and talent.

CU, established in 1876, plays a profound role in the lives of individuals, businesses and communities throughout Colorado, the country and around the world. Our four campuses – CU Boulder, CU Colorado Springs, CU Denver and the CU Anschutz Medical Campus in Aurora – educate more than 63,000 students (some 18,000 from out-of-state) and graduate some 15,000 students each year. The campuses have produced nearly a half-million alumni who are leaders in business, science, the arts, health care and their communities. More than 200,000 alumni live and work in Colorado.

Here are a few highlights from our four campuses that are pertinent to Amazon's HQ2 in Colorado:


**COMPUTER SCIENCE | RELATED FIELDS:** CU has more faculty focused on computer science education research than any other university in the United States. Our campuses offer a wide range of expertise and skills in technical areas for students that would be of interest to Amazon, such as: computer science, cybersecurity, human-centered computing, natural language processing, cloud computing, software systems, robotics, unmanned aircraft and vehicle systems, computer vision, artificial intelligence, embedded systems and much more.

**BUSINESS | LEADERSHIP | ENTREPRENEURSHIP:** CU has specialized initiatives focused on creativity, media and entrepreneurship developing a workforce of technology virtuosos and visionaries. CU has three nationally ranked business schools that are committed to educating principled, innovative leaders who drive value. We have several CU entrepreneurship centers and numerous executive education programs. CU works to provide internships and experiential learning opportunities for students, building empathy and leadership skills. Our engineering and science students gain not only technical skill but also business acumen.

**CREATIVE PROGRAMS | PARTNERSHIPS:** Public-private partnerships and innovative programs are part of CU's culture in addressing workforce needs. Creative partnerships and programs at our campuses include Comcast Media and Technology Center; National Cybersecurity Center; National Center for Women in Information Technology; Silicon Flatirons Center for Law, Technology and Entrepreneurship; J.P. Morgan Center for Commodities; and an Interdisciplinary Telecom Program. We partner with companies and municipalities to share our expertise in a range of fields. Serving thousands of middle school and high school students, we invest in pre-collegiate programs that have an 86 percent success rate of first-generation students going to college.

Looking forward to further discussing how CU can support Amazon in Colorado.

Sincerely,

  
Bruce Benson  
President



## University of Colorado **Anschutz Medical Campus**

The University of Colorado Anschutz Medical Campus is centrally located on light rail, convenient to employees and their families in the Denver-Aurora metro area, and approximately 28 minutes from Denver International Airport. The campus serves as a test bed for innovation and ground-breaking research, and is home to two world-class hospitals: University of Colorado Hospital and Children's Hospital Colorado. Staffed by CU physicians who are internationally recognized in their fields, both hospitals are highly regarded; University of Colorado Hospital recently was ranked 15th best in the country by *U.S. News and World Report*. Specialty centers on campus include cancer, traumatic brain injury, eye, addiction, diabetes, depression and Alzheimer's. CU Anschutz treats 2 million patients from across the state and the Rocky Mountain region who have access to clinical trials and receive state-of-the-art medical care.





Colorado School of Mines is proud to support the State of Colorado's proposal to Amazon to host the company's 2<sup>nd</sup> headquarters, and offers unique capabilities to help Amazon achieve its leadership principles. Mines is an engineering and applied science public research university with a total enrollment of 6,043 students in BS, MS, and Ph.D. programs (4,754 undergraduates, 1,286 graduates). Admission to Mines is highly selective, with average Freshman composites of 31 ACT and 1341 SAT. Students attend Mines from 50 states and 68 countries. USNews ranks Mines as the 29<sup>th</sup> Top Public National University. Payscale.com ranks Mines graduates as having the 5<sup>th</sup> highest return on investment among all US colleges and universities.

Mines conducts approximately \$60 million in sponsored research, and has unique expertise in earth resources, energy, water resources and hydrology, computational simulation and modeling, underground construction, and advanced materials and manufacturing. Building strong partnerships with private industry is a hallmark of Mines research, with nearly 40% of sponsored research historically coming from non-governmental sources.

Examples of innovative programs and excellence to support Amazon's leadership principles are below:

**Trefny Innovative Instruction Center.** Education is our primary business. Mines works with faculty to ensure instruction at Mines is innovative and held to the highest standards. 20-30 faculty spend 7 weeks attending a summer intensive course advancement program on campus, studying state of art pedagogy techniques and course design theory. Faculty members apply what they learn to completely revise or create a course. Over 100 Mines faculty attended a two-day campus conference this summer designed to empower Mines faculty to think differently about courses they teach, and design learning experiences instead of simply covering content.

**Data Center Engineering.** Mines is partnering with Data Center industry leaders to develop a post-baccalaureate certificate and an interdisciplinary non-thesis M.S. degree program in Data Center Engineering. This program will involve coordination between Computer Science, Mechanical Engineering, Electrical Engineering, and Civil and Environmental Engineering and will build on Mines nascent strengths in computer networks, power engineering, and building mechanical and energy systems.

**Career Center.** Uniquely Mines, the Center offers a 1-credit course titled "Engineering Your Career Path" designed to provide Mines students with advanced career planning tools. The Center's signature event is the Career Fair, held twice a year. This fall over 290 companies presented and over 3,500 Mines students attended.

**Developing Exceptional Talent in Computer Science.** Computer Science program at Mines (CS@Mines) has increased by 53% in the past two years, and currently has ~400 majors. CS@Mines is ranked in the top 30 US universities for Artificial Intelligence + Robotics research by CSRankings. CS@Mines is a leader in offering CS+X type of programs. This fall, CS majors and minors can now choose focus areas in: Data Science; Robotics and Intelligence Systems; and Computer Engineering.

**A leader in offering high-quality computer science professional development for K-12 teachers.** For the 2<sup>nd</sup> year, Mines hosted the largest-ever CS professional development training for K-12 teachers in July 2017 ([www.cspdweek.org](http://www.cspdweek.org)), and will host again in 2018. Mines also hosted five other high-quality professional development training opportunities for Colorado K-12 teachers this year ([tech.mines.edu/cstart](http://tech.mines.edu/cstart)). Mines is involved in the national CSforAll movement, and has committed to recruit, engage and train over 100 Colorado teachers in computer science content and pedagogy this year, doubling last year's outreach.

**A local leader in encouraging more girls to consider STEM careers, with specific focus on CS.** The Mines DECTech (Discover, Explore, Create) program positively impacts over 350 K-12 girls each semester. In June 2017, DECTech won the Million Women Mentors' Stand Up for STEM Colorado Award by the Colorado Technology Association. CS@Mines Department Head is currently on the Leadership Team of the National Center for Women & Information Technology, and was a leader in launching the ACM-W Rocky Mountain Celebration of Women in Computing.

**Entrepreneurship and Innovation at Mines: Responding Quickly to Student Initiatives.** In Fall 2015, Mines students identified a need for a greater emphasis on entrepreneurship and innovation at Mines. In less than two years, Mines: (1) Created an Office of Innovation and Entrepreneurship; (2) Established a formal hub of innovation facilities for students throughout campus (maker and design spaces, a foundry, workshops, and machine shops), with plans for a new Mines Innovation Zone to be completed by 2018; (3) Established an alumni network of entrepreneurs for students and alumni to network, connect, and learn; and (4) Identified network of academic courses with E&I content, and currently working to add additional offerings.

Respectfully submitted by:

Dr. Paul C. Johnson, President and Professor

Office of the President

1500 Illinois Street Golden, CO 80401

[presoffice@mines.edu](mailto:presoffice@mines.edu)

(303) 273-3280



September 25, 2017

To Whom It May Concern,

The University of Denver is a private university dedicated to the public good. We are committed to developing 21<sup>st</sup>-century global leaders who can tackle our world's most pressing challenges. While 70% of DU's undergraduates come from outside the state, 75% of DU's undergraduates stay in Colorado after graduation—making DU one of Colorado's biggest talent pipelines.

The University is one of the top five schools in the country for percentage of students who study abroad. Our mission to develop the global leaders for this century is expressed throughout the curriculum as well as an extraordinary range of extracurricular activities throughout its schools, institutes and initiatives.

The Ritchie School of Engineering and Computer Science was recently chosen by the National Academy of Engineering to be one of 30 U.S. universities with a Grand Challenge Scholar program.

The Daniels College of Business has been a national leader in infusing ethics in its curriculum for decades.

Our cross-disciplinary Project X-ITE has worked closely with the UN and the Governor's office to bring the best international innovators around the world to work with the innovation community in Colorado.

The Latino Leadership Institute is dedicated to training Colorado's next generation of Latino civic leaders.

The Josef Korbel School of International Studies' Inclusive Global Leadership Initiative initiates research, education and programming that highlights the critical role of women and underrepresented groups in peace and security around the world.

The Morgridge College of Education's Kennedy Institute seeks to identify innovative and cost-effective means for promoting and sustaining the educational success of vulnerable children from early childhood through post-secondary education.

The Pioneer Leadership Program brings cohorts of students to live and work together throughout four years in a highly structured journey to become global leaders

*The University of Denver: developing 21<sup>st</sup>-century global leaders who can tackle our world's most pressing challenges.*

Sincerely,

Rebecca Chopp

Mary Reed Bldg. | 2199 S. University Blvd. | Denver, CO 80208 | 303-871-2111 | Fax 303-871-4101 | [www.du.edu/chancellor](http://www.du.edu/chancellor)



Metropolitan State University of Denver  
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msu@msu.edu

September 25, 2017

TO: Office of Economic Development and International Trade | Amazon H2 RFP

Metropolitan State University of Denver is well positioned to be a higher education partner for Amazon in Colorado for workforce and innovation talent.

MSU Denver is a public urban university that has transformed the lives of more than 86,000 graduates in Denver and Colorado through affordable degree programs, innovative public-private partnerships and a commitment to diversity. MSU Denver believes that every student should have an opportunity to better their life through upward economic and social mobility. The University welcomes students of all ages, backgrounds, ethnicities, sexual orientations, religions, nationalities and identities. There are no average students here – only individuals seizing the many opportunities we offer them to run their own roads. Our fall 2017 undergraduate enrollment of 19,544 included 8,207 or 42 percent students of color. We have veterans looking to re-establish themselves in the workforce, first-generation college students trying to do a little better than their parents and many students who want to change directions in their careers.

MSU Denver's innovative public-private partnerships are transforming the community and preparing students with workforce-ready skills for Colorado's economy. They include:

**Aerospace and Engineering Sciences**

This initiative brings together civil, electrical and mechanical engineering technology, computer information systems and computer sciences in a new \$60 million facility that opened in June. It also includes Colorado's only Advanced Manufacturing Sciences Institute. Funding came from the state Capital Development Fund, University construction dollars and private donations.

**Tivoli Brewing Company and Beer Operations Program**

The old brewery building was repurposed years ago into the Auraria Campus Student Center. But in August 2015, the brewery was reborn as the Tivoli Brewery and Tap House, a \$7 million operation. The first full-production brewery on a college campus is an extension of the Tivoli Distributing Company, founded in 2012 by native Coloradans. Students in the program work with and learn from professionals in all aspects of the craft beer business, including restaurant management, distribution, sales, marketing, packaging, quality control and business operations

**Hotel and Hospitality Learning Center and SpringHill Suites Downtown**

Responding to Denver's growing profile as a national hub for hospitality education, the Hotel and Hospitality Learning Center is a distinct combination of a higher education classroom building, a teaching laboratory, a commercial hotel – SpringHill Suites by Marriott – and a conference space. SpringHill Suites Denver Downtown, a collaboration between Sage Hospitality and the HLC, is distinctive in its staffing and operations models. Students from MSU Denver along with full-time professionals with Sage Hospitality serving as mentors work together to provide a truly unique learning environment and a successful revenue generating venture for the University.

Our city, state and nation have benefited from our educated, involved and engaged alumni. MSU Denver, located in the center of the Mile High City, is at the heart of the extraordinary transformation of Colorado.

Sincerely,

Janine Davidson, Ph.D.  
President



# REGIS UNIVERSITY

## OFFICE OF THE PRESIDENT

September 25, 2017

Regis University is one of the nation's 28 Jesuit Catholic universities and the only one in the Rocky Mountain region. This 140-year-old liberal arts university embraces inclusivity, academic excellence and innovation. Regis University educates leaders to serve the common good.

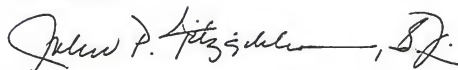
Regis was one of the first private non-profit universities to offer online courses to serve post-traditional adult students. Today, about 85% (9,427) of Regis's students are post-traditional working students returning for a credential, degree completion, masters or doctorate in both online and physical classrooms in four front-range campuses through initiatives like these:

- The only ABET accredited **College of Computer and Information Sciences** in the region, offering 12 degrees including software engineering, information assurance, information technology management and data science.
- A **Center of Academic Excellence in Cybersecurity Education** as designated by the NSA in 2007 and continues to be an educational partner with law enforcement, the National Guard and federal agencies.
- State of the art **Innovation Incubator** laboratory, a co-work space for student and community startups.
- **Higher Learning Partners** which permits university and colleges across the country to seamlessly share online courses.
- The most well respected **nursing program** in the region that offer a comprehensive array of degrees from bachelors to doctorate.
- Combining hobby and science through the **applied craft brewing certificate**.
- **Cultivate Health** which advances a holistic healthcare model integrating healthy eating, active living, and healthcare efficiency through the use of advanced practice.

Regis also takes the long view by inspiring primary and secondary students to enter high demand and highly dynamic fields like technology and data science from its **Porter-Billups Leadership Academy**, which invites high achieving, economically disadvantaged students in Denver to summer programs from grades 4 through 12 and provides scholarships to attend Regis, to **Cybertech Girls**, a joint venture with private partners, which seeks to inspire passion for a technology career in middle and high school girls.

Regis's 131 degree programs are rooted in the liberal arts tradition, focus on ethical decision making and enroll over 11,000 students representing many different faith backgrounds. We are proud that about 17% of our students are veterans and 40% of students are non-white.

Gratefully,



Rev. John P. Fitzgibbons, S.J.  
President

3333 Regis Blvd. B-4, Denver, CO 80221-1099 | [REGIS.EDU](http://REGIS.EDU) | P 303.458.4190 | F 303.964.5529 | [E president@regis.edu](mailto:epresident@regis.edu)



COLORADO COMMUNITY  
COLLEGE SYSTEM

Colorado is committed to creating a world-class workforce investment system that is agile, responsive, innovative, customer-oriented, and performance-based. As the state's largest provider of higher education and career training, the Colorado Community College System (CCCS) is a key player in that effort. With 13 colleges and 39 campuses across the state, we play a vital role in educating both the emerging and existing workforces, as well as meeting the needs of Colorado's businesses and communities.

**Colorado community colleges drive the 21st-Century workforce development system:**

- We provide innovative simulation-based learning that promotes critical thinking, decision making, and teamwork.
- Colorado is the only state in the nation to align career and technical education with work-based learning opportunities in middle school, high school, and postsecondary through a unified career and technical education governance and strategic plan.
- Our online courses, utilized by nearly 50,000 students, offers flexibility and convenience for school, work, and family.
- Programs are developed to meet the economic needs of communities and employers.
- We provide opportunities for low-wage workers to gain the education and skills to move up the career ladder.
- We partner with workforce development stakeholders at the state and local levels.

**Our mission in action:**

- **Open Access** – We admit anyone who wants to go to college and is college-ready. CCCS is the largest system of higher education in the state, serving approximately 138,000 students in academic year 2016.
- **Workforce Development** – As of academic year 2016, nearly 169,000 Colorado workers have been trained through our programs. Community colleges train more than half of the state's nurses and more than 90% of the first responders.
- **Career and Technical Education (CTE)** – In 2016, approximately 11,560 CTE certificates and degrees were awarded to postsecondary students at our 13 colleges. 21,675 postsecondary students were enrolled in CTE programs at our colleges. Total number of secondary students enrolled in high school CTE programs was approximately 100,500.
- **Concurrent Enrollment** – In 2016, CCCS colleges served 22,117 high school students in undergraduate courses, creating pathways from high school into higher education.
- **Remedial Education/Basic Skills** – Community colleges provide remedial education services for students who lack the skills to do college-level work.
- **Transfer** – Over the course of a year concluding in Fall 2015, 11,049 of our students transferred to public and private four-year colleges and universities.

Nancy J. McCallin, Ph.D., President, Colorado Community College System

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9101 East Lowry Boulevard, Denver, Colorado 80230-6011 • Tel: (303) 620-4000 • [www.cccs.edu](http://www.cccs.edu)





**President's Office**

1100 North Avenue • Grand Junction, CO 81501-3122  
970.248.1498 (o) • 970.248.1903 (f) • 1.800.982.6372

October 8, 2017

Ms. Stephanie Copeland  
Executive Director  
Colorado Office of Economic Development & International Trade  
1625 Broadway, Suite 2700  
Denver, Colorado 80202

Dear Ms. Copeland:

It is my pleasure to extend the full support of Colorado Mesa University (CMU) for your effort to actively pursue the Amazon HQ2 project in response to their recent RFP. As you know, western Colorado is home to great institutions of higher education including (but not limited to): Fort Lewis College, Colorado Mountain College and Colorado Mesa University. While I am obviously most familiar with CMU, I have enclosed additional information about the great things happening at these other institutions to help add additional context about why Colorado is the most logical choice for Amazon HQ2.

As you know, CMU educates students from every corner of Colorado and, from our perspective, this project holds great potential to enhance collaboration and develop great job prospects for our students and alumni in the short and long term.

As Colorado's fastest growing institution of higher education currently serving over 11,000 students each year, CMU couples an entrepreneurial spirit with our unique role and mission to develop and deploy relevant programs at every academic level. With a community college division known as Western Colorado Community College, we work with regional employers to quickly develop career and technical education certificates to meet pressing employment needs. With a strong liberal arts core, we round out our Bachelor's Degree programs with relevant certificates and areas of emphasis to make sure our students are ready for graduate school or the workforce upon graduation. Finally, we have developed a number of graduate degree programs which meet statewide needs and, frankly, strengthen our undergraduate degree programs. In short, we believe in working outside of the box and we are proud to be making a difference for our region and State.

Two robust programs we are quite proud of at Colorado Mesa University are Computer Science and Computer Information Systems. Our Bachelor of Science and Bachelor of Applied Science degrees -- with concentrations including Cyber Security -- have attracted tremendous faculty and student talent and we continually receive great feedback from local, regional and even international employers as to the quality of these graduates (see attached). As of this academic year, we have 184 students enrolled in Computer Science and 48 students pursuing Computer Information Systems degrees. This past May, 28 students graduated with credentials in these two fields.



**President's Office**

1100 North Avenue • Grand Junction, CO 81501-3122  
970.248.1498 (o) • 970.248.1903 (f) • 1.800.982.6372

Particularly relevant to your discussion with Amazon is our ability to create new programs and respond to workforce needs quickly. For example, in 2009, our university partnered with the University of Colorado-Boulder to stand up a Mechanical Engineering program in Grand Junction. This partnership has been wildly successful and we're proud to now have more than 400 students in the "pipeline" to study Mechanical Engineering, Mechanical Engineering Technology and, now, Civil Engineering.

Finally, I would be remiss not to mention the opportunity that exists to connect great companies like Amazon with the well of talent and expertise that exists in every corner of western Colorado. Working together, we can leverage technology and expertise to connect great companies like Amazon with our places, people and resources to elevate economic opportunities in our region.

Thank you for the opportunity to support your efforts. We stand ready to help however we can in this project.

Warm regards,

A handwritten signature in black ink that reads "Tim Foster".

Tim Foster, President  
Colorado Mesa University

Attachments: (2)

cc: Representative Bob Rankin



September 29, 2017

Ms. Stephanie Copeland  
Executive Director  
Colorado Office of Economic Development and International Trade  
1625 Broadway, Ste. 2700,  
Denver, Colorado 80202

Dear Ms. Copeland:

On behalf of the Colorado Mountain College Board of Trustees and the entire CMC community, I enthusiastically submit this letter of support for Colorado's proposal in response to the HQ2 RFP issued by Amazon.

Colorado Mountain College is not located in the Denver metro area, but is acutely interconnected to the region. The state's main east-west thoroughfare, Interstate 70, runs across the heart of the central Rockies, which is CMC's service area. The central Rocky Mountains are also home to the state's most heavily utilized railways and includes three airports, one regional (Steamboat Springs) and two international (Aspen and Eagle/Vail). Much of the state's water supply comes from west of the Continental Divide.

**The central Colorado Rocky Mountains are home to nearly 200,000 highly educated workers.** The average college attainment of residents in this region exceeds the overall rate for Colorado.

	<u>BA Attainment</u>
<i>Colorado (Statewide):</i>	29.8
<b>Pitkin County:</b>	59.1
<b>Routt County:</b>	50.4
<b>Summit County:</b>	48.8
<b>Eagle County:</b>	46.7
<b>Garfield County:</b>	29.7
<b>Lake County:</b>	27.1

**Colorado Mountain College is the only postsecondary institution located in this highly educated and accessible region of Colorado.** CMC is a public independent locally funded college with eleven campuses located across nine counties in the central Rocky Mountains. CMC has campuses in Breckenridge, Dillon, Vail Valley, Steamboat Springs, Leadville, Buena Vista, Glenwood Springs (2 – one residential campus, one commuter site), Rifle, Carbondale, and Aspen.

CMC offers certificates, associates degrees, and bachelor's degrees. The college serves nearly **20,000 students every year**, including over 1,200 high school students – approximately 40% of all juniors and seniors in the service area. CMC offers numerous degrees and certificates in computing, engineering, business, and arts and media. A complete list of certificates and degrees in these areas appears on the following page. However, a few specific programs are listed below:



- Bachelor of Applied Science in Information Technology (AAS)
- Bachelor of Applied Science in Graphic Design (AAS)
- Bachelor of Applied Science in Applied Engineering Technician (AAS)
- Bachelor of Science in Business – Accounting Emphasis
- Bachelor of Science in Business – Management & Marketing
- Associate of Science in Chemistry
- Associate of Science in Mathematics
- Certificate in Electrical Industrial Instrumentation
- Certificate in A+ Computer Technician
- Certificate in Web Technology
- Certificate in CISCO (Certified Network Associate)
- Certificate in Network +
- Certificate in Security +
- Certificate in Server +

Many students at Colorado Mountain College are provided opportunities to participate in the college's rich **outdoor leadership programs**, which develop skills in conflict resolution, communication, and group cultivation. CMC's residential campuses in Steamboat Springs, Leadville, and Spring Valley specialize in developing these leadership skills in high stress environments, such as the mountains, canyons, and rivers of the high Rockies and the United States. Courses in these programs include leadership, navigation, and risk management. CMC also boasts the **Isaacson School for New Media**, named after author, Aspen Institute CEO and former CNN CEO and Time Magazine Editor, Walter Isaacson.

Colorado Mountain College is also home to the **state's only Sustainability Studies program**, which gives its students the skills needed to build sustainable economies. This is accomplished by developing business practices that benefit the environment, the communities affected by these practices and the organization's bottom line. Courses in the Sustainability Studies program include environmental science, sustainable business, and ethics and social responsibility. Sustainability currently enrolls over 400 students and its graduates are hired by local employers and international corporations interested in ensuring that today's business practices are profitable but do no harm to future generations.

CMC also maintains one of the most **robust information technology (IT) infrastructures in the rural mountain west**. CMC provides a fully redundant broadband network of between 500 megabytes and 1 gigabyte to all of its instructional sites. The college also has the capacity to expand its broadband network to 10 gigabytes at all instructional sites. This network connects to the state's main broadband infrastructure, the Front Range Gigapop (FRGP). So, despite the mountain resort and rural settings of many of the college's campuses, students at and communities served by CMC have access to a network often unavailable in similar locations. Due to its status as a local enterprise, CMC retains the authority to serve as an internet service provider to any community in its service area, which includes all of the counties across the central mountains and the Continental Divide.

The technology at CMC isn't limited to broadband capacities. The college also maintains a **fully synchronized web-delivery platform for all campuses and students (WebEx)**. This platform can be used on its own or in coordination with individual students or interactive video enabled classrooms, of which there are more than 30 across the college's service area. These classrooms can connect to one another, to individual laptops, or to other colleges and universities. CMC's technology allows the college to easily link up with major research universities for the delivery of specialized degrees or to reach across the entire mountain region simultaneously.

We are very hopeful that Colorado will become home to Amazon's second headquarters. Though not located physically in Colorado's Front Range, Colorado Mountain College serves an area closely tied to Colorado's main transportation and tourism routes. It also attracts many students from the metro Denver area given its enviable campus locations and specialized programs.

In summary, Colorado Mountain College provides college certificates and degrees in numerous areas of critical need to technology firms like Amazon and serves a region that is home to a very highly educated population. The college maintains a robust, redundant broadband network and has the capacity to bring very significant broadband capacities to campuses and distant communities. As a local college, CMC has the flexibility to deliver its degrees and certificates in a number of ways, including through enhanced technologies.

We are hopeful that Colorado's application for Amazon's HQ2 will be given very serious consideration and hope that CMC's academic program, locations, and technological capacities can prove advantageous to the state's application.

Sincerely,

A handwritten signature in dark ink, appearing to read 'CB Hauser', written in a cursive style.

Carrie Besnette Hauser, Ph.D.  
President & CEO



## CUSTOMER REVIEWS



“Back in 2009, Jeremiah and I left New York City for the Rockies and Denver, Colorado. We were booked and figured rent was cheaper, so we could actually have time to focus on writing music. What we noticed once we arrived was the stark difference in the city’s attitude from New York. It was as though the coldness we were used to in NYC melted away to a warmth and welcome that caught us off guard. It’s been home ever since, and the more we’re on the road, the more we realize how lucky we are to call Denver home.” –Wesley Schutlz, *The Lumineers, on why Colorado is home for the hit-songwriters of Ho Hey.*



“This was, on the highest level, an alignment of values and visions and characteristics relative to the way the outdoor recreation industry wants to be and the way the state wants to be. To me, this is the definition of a true partnership. This was the moment for Colorado and it all tipped, in my opinion, toward the logical conclusion that these shows belong here.” –Ken Miller, *CEO of Scarpa North America, on why Colorado was the perfect location for the Outdoor Retailer trade show.*



“Denver has so many things going for it – an existing top-level talent pool, a burgeoning tech scene, and an overall environment conducive to helping us grow both our business, and the business of our customers. It very quickly became the obvious choice once we started looking at locations for our customer-centric centers of excellence strategy. Earlier this year, in January, we launched a center for excellence in Denver and had great success. The location is absolutely helping us attract top-tier employees...We’re a software company, so we’re looking to hire more development resources, engineers, support, and customer service.” –Amy Zupon, *CEO of Vertafore, speaking on why Denver was the best place for their new headquarters.*



“SKILLFUL is a new opportunity for people who don’t have a college diploma to show the skills they have and to get connected to great jobs. Sixty-two percent of Coloradans don’t have a college degree, but they have great skills. Jobs are changing so dramatically because of technology and globalization. People need to be able to learn new skills over the course of a lifetime and to retool throughout their career. SKILLFUL is going to provide new paths for people to show that they have the skills to get jobs that have income growth potential and the opportunity to move in new directions.” –Zoë Baird, *CEO and President of the Markle Foundation, speaking on launching Skillful in Colorado in partnership with businesses and higher education.*



***Thank You***